

**UNDP SIERRA LEONE**

**Submitted by**

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**FINAL**

**EVALUATION REPORT**

**RULE OF LAW AND ACCESS TO JUSTICE PROGRAMME EVALUATION**

**JUNE 2019**

# Acknowledgement

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**List of Acronyms and Abbreviations**

A2J Access to Justice

AfP Agenda for Prosperity

AG/MOJ Attorney General/ Minister of Justice

AWPs Annual Work Plans

CARL Centre for Accountability and the Rule of Law

CMS Case Management System

CP Country Programme

CPA Criminal Procedure Act

CPD Country Programme Development

CSOs Civil Society Organizations

EVD Ebola Virus Disease

GoSL Government of Sierra Leone

HRBA Human Rights Based Approach

HRCSL Human Rights Commission Sierra Leone

HUWASAL Humanist Watch Salone

IDTLABS Identification Trial Labs

IPs Implementing Partners

JLTI Judicial and Legal Training Institute

JSCO Justice Sector Coordinating Office

JSRSIP III Justice Sector Reform Strategy and Investment Plan III

LAB Legal Aid Board

M&E Monitoring and Evaluation

MDAs Ministries Departments and Agencies

MoHS Ministry of Health and Sanitation

MOU Memorandum of Understanding

OECD-DAC Organisation for Economic Development and Development Assistance Criteria

PRO Public Relations Officer

PW-SL Prison Watch Sierra Leone

RBAD Rights Based Approach to Development

RBM Results Based Management

RoCC Rules of the Court Committee

ROL Rule of Law

SDG Sustainable Development Goals

SGBV Sexual and Gender Based Violence

SLCS Sierra Leone Correctional Services

SLP Sierra Leone Police

SMART Specific, Measurable, Achievable, Realistic and Time-Bound

SSR Security Sector Reforms

ToC Theory of Change

TOT Training of Trainers

TRC Truth and Reconciliation Commission

UNCT United Nations Country Team

UNDAF United Nations Development Assistance Framework

UNDP United Nations Development Programme

UNEG United Nations Evaluation Group

UNHRC United Nations Human Rights Committee

US/INL US Department of State - Bureau of International Narcotics and Law Enforcement Affairs

VaW Violence against Women

WG Working Group

**Executive summary**

This report presents the final evaluation findings of the UN Development Programme (UNDP)-led Access to Justice (A2J) and Rule of Law (ROL) programme in Sierra Leone (2015-2019). The programme conceptualisation and design were informed by the observations and recommendations of the Country’s Truth and Reconciliation Commission (TRC) and the 2014 United Nations Human Rights Committee (UNHRC) for strengthening access to justice and improved governance. With financial support from the US Department of State - Bureau of International Narcotics and Law Enforcement Affairs (US/INL), and in collaboration with the Justice Sector actors in Sierra Leone, UNDP supported two strategic projects under the A2J and ROL programme. The projects were: i) “From Prisons to Corrections: Promoting Institutional Reform of the Sierra Leone Correctional Services”; and ii) “Promoting Transparency in Sierra Leone’s Judiciary”, commonly referred to as the “Bail and Sentencing” project.

The two projects were designed to contribute to the realisation of the UN Development Assistance Framework (UNDAF) and Country Programme Document (CPD) outcome “Justice and security sector delivery systems improved in compliance with international human rights principles” under pillar 7 (Governance and Public Sector Reform). Specifically, four outputs were envisaged under these two projects:

1. Sentencing and Bail policies and guidelines adopted by the mandated judicial authorities;
2. Sentencing and bail guidelines are in place and consistently applied;
3. Institutional capacity of the correctional service is improved in accordance with international human rights standards for inmates and staff;
4. Capacity of SLCS staff strengthened to ensure the welfare of inmates and the safety and security of society.

Programme implementation commenced in July 2015 for the “Bail and Sentencing” project, while the “From Prisons to Corrections” project commenced in October 2016. All projects were completed by March 2019; hence the need for an end of programme evaluation whose purpose is to assess programme contribution towards enhanced access to justice and rule of law in Sierra Leone.

Programme interventions were consistent with both national aspirations enshrined in the Agenda for Prosperity (AfP) as well as UNDAF and CPD strategic directions. The programme design benefited from UNDP’s vast experience and expertise in governance programming, which enabled the design of the appropriate strategies to achieve the desired results.Programme interventions were well informed by detailed situational analyses and later refined based on the results of the pre-implementation assessments. As such, the interventions were strategic in addressing both the upstream and downstream obstacles that constrained access to justice and upholding of human rights of the inmates. It therefore suffices that the programme interventions were appropriate to contribute to the realisation of the aspirations of the 2014 Correctional Services Act and the international human rights standards as enshrined in the Mandela Rules and the Bangkok Principles.

Overall, the programme well achieved its targets. Although the draft sentencing guidelines still await enactment by parliament, the programme support throughout public consultation and formulation of the draft documents is worth appreciating. The evaluation noted that public sensitization on the policy and guidelines were in good momentum in partnership with civil society organisations (CSOs) reflecting hope for faster adoption and application upon enactment. Notable improvement of the living conditions of the inmates at correctional centres was borne out of the awareness created during the programme interventions promoting the domestication of international human rights principles, namely the Mandela Rules and Bangkok Principles. The capacities of the SLCS staff were enhanced through several trainings supported under the programme, as well as through infrastructural improvements in correctional centres. The programme successfully supported initiatives for improving working and living conditions in correctional centres, particularly through provision of tools and knowledge to facilitate effective execution of duty and enjoyment of human rights.

Effective collaboration among the programme stakeholders (UNDP, Judiciary, justice sector actors and CSOs) was a key factor that facilitated programme success. UNDP well leveraged its comparative advantage and expertise in governance programming to provide strategic leadership, which supported programme success.

The programme design and implementation integrated the four pillars of sustainability: participation, ownership, contribution and capacity strengthening. The evaluation noted that the design and implementation of A2J and ROL activities provided ample avenues for national stakeholders to effectively participate in and own the interventions. However, the evaluation noted with concern the absence of an exit strategy for the programme which would have better promoted sustainability. Nevertheless, it should be noted that the overall goal from which the From Prisons to Corrections project stems is to make correctional centres 50% self-sufficient by 2025. The successful buy-in of the Government of Sierra Leone (GoSL) is a key opportunity on which the programme sustainability hinges. Gender mainstreaming was well emphasized throughout programme implementation and there were enough efforts to capture gender disaggregated data in reporting. This made the programme implementation compliant with the UNDP commitment to Human Rights Based Approach (HRBA) to programming. Emphasis on results was sufficient and the programme M&E framework was sufficient in capturing and reporting progress.

The evaluation **concludes** that the programme concept and design were logical with well-thought through interventions that provided a proper linkage between the programme ‘ends’ (desired results) and ‘means’ (strategies to achieve the results). There was notable programme consistence with national development priorities, UNDAF and A4P. Programme implementation and management were strategic enough to facilitate appropriate stakeholder participation, contribution, ownership and capacity strengthening on which the sustainability of the programme results hinges. **Lessons learnt** include: the use of a multi-stakeholder working group (WG) which is a critical factor for promoting effective participation, contribution and ownership of the interventions that strengthens sustainability among others; **best practices** noted were coordination and multi-stakeholder engagement (police, courts, correctional services, communities and local stakeholders) including utilizing CSOs in sensitization programme about the bail and sentencing which was an excellent way for comprehensive and sectoral effectiveness as well as efficient way in delivering results.

**As overall recommendations going forward**, the evaluator recommends that a new programme on ROL should build on successes so far made under the closing projects, strengthen strategies aimed at improving justice sector delivery processes which can in return enhance human rights compliance and due process, build strong synergies for law reforms especially in relation to pending pieces of legislation that have been reviewed and are awaiting submission to Parliament, harness efforts toward justice sector coordination with the aim of ensuring support is provided to the sector through a single tracking platform that brings together all sector partners and strengthen the demand side and improve its ability to meaningfully hold institutions accountable for the delivery of services through working with civil society. These recommendations are detailly presented below.

# 1.0 Introduction

This evaluation report, which presents the final findings for UNDP Sierra Leone’s two A2J and ROL projects, is structured as follows:

1. Chapter 1: introduction covers the background, the outcome evaluation purpose and objectives, evaluation scope and evaluation methodology;
2. Chapter 2: evaluation findings covers programme relevance, programme effectiveness, programme efficiency, sustainability and impact;
3. Chapter 3: UNDP programming principles of: gender mainstreaming, application of RBM, HRBA, UNDP’s comparative advantage;
4. Chapter 4: Conclusions, lessons learnt, best practices and recommendations.

# 1.1 Programme background

## **1.1.1 Programme context**

A2J is a key pathway to consolidating peace and it is also a vital ingredient for sustainable development. The recent political events that saw the emergence of a new government after the 2018 presidential elections have brought about a new dispensation in terms of policy directions. The President’s new strategic direction priorities enhanced access to justice. Thus, there is immense political will for the first time in Sierra Leone to promote comprehensive access to justice across the entire spectrum of citizenry. Gender justice has gained prominence and support with the presidential announcement of a state of emergence to respond to the scourge of rape and defilement. This depicts overwhelming political will and commitment to fight against Sexual and Gender Based Violence (SGBV). The First Lady has committed herself to be at the forefront of the fight against SGBV and child marriage. Political will and policy direction ushered in by the new regime provides a fertile ground for enhanced capacity building and infrastructural developments for improved administration of justice and the consolidation of peace. Against the background of reformed policy direction and political will, donors have provided logistical and infrastructural support to restore justice sector institutions that were severely destroyed or degraded during the war.

In bid to strengthen the justice and security sectors in Sierra Leone, the US/INL and UNDP have partnered since 2015 on two thematic projects; 1) Promoting Transparency in Sierra Leone’s Judiciary (Bail and Sentencing project) 1 July 2015 – 31 December 2017; and 2) Transforming from Prisons to Corrections (1 October 2016 – 31 March 2019).

## **1.1.2 Programme design and implementation**

1. **Promoting Transparency in Sierra Leone’s Judiciary – the “Bail and Sentencing” project**

The project intervention intended to put in place sentencing and bail policies and guidelines as well as supporting the amendment of the existing bail procedures in line with the revised Criminal Procedure Act (CPA), which is yet to be passed in Parliament. The project provided support for the effective implementation of the policy. The development of the sentencing guidelines intended to ensure that the seven most significant offences sentenced by Magistrates and Judges are in line with relevant legislation, including the Constitution. Thus, the sentencing guidelines were to provide guidance on general sentencing issues and principles, ensuring that judges and magistrates adopt a uniform approach to sentencing as well as provide them with guidance on relevant factors for determining the severity of a sentence[[1]](#footnote-1).

The evaluation noted that at the implementation level, there was a draft enactment of bail regulations by a constitutional instrument with a hope that that there was going to be improvement in the judicial system to enhance access to justice. Indeed, the enactment augmented the new CPA which still offered limited guidance to judicial discretion in making decisions on bail. It was against this backdrop that the Bail and Sentencing project set out to deliver two core outputs namely; i) Sentencing and bail policies and guidelines adopted by the mandated judicial authorities; ii) Sentencing and bail guidelines are in place and consistently applied. The sentencing guidelines, though still at draft level, have therefore been timely as well as guidance for implementation of non-custodial sentencing is also particularly relevant for the Child Justice Strategy (2014-2018). However, despite the enactment of the Bail Regulations, gaps in the administration of justice in Sierra Leone remain significant.

1. **Promoting institutional reform of the Sierra Leone’s Correctional Services**

By adopting the Correctional Services Act 2014, the government committed to transforming the country’s prisons from punitive to correctional facilities with a strong inclination to the respect and protection of inmates’ human rights. However, overcrowding, lack of adequate infrastructure and resources, lack of capacity among some prison staff and the poor functioning of the justice sector hindered progress.

The aim of the project was 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 work towards self-sufficiency, training of prison staff, carrying out human rights audits, as well as enabling legislative reforms aligned to national priorities and strategic plan of the SLCS.

The project set out to deliver two core outputs: i) Institutional capacity of correctional facilities is improved in accordance with international HR standards for inmates and staff; and ii) Strengthened capacity of SLCS staff to ensure the welfare of inmates and the safety and security of society.

# 1.3 The Outcome evaluation

## **1.3.1 Evaluation purpose and objectives**

The main objective of this evaluation is to assess UNDP’s contribution to the progress towards providing and sustaining justice and rule of law as pertains to both thematic projects in Sierra Leone as well as to inform the design of the new ROL Project-2020-2023.

## **1.3.2 Evaluation scope**

Through a contextual desk review, the evaluation took a detailed look at what the programme set out to achieve, the appropriateness of the adopted strategies, the actual results achieved in the light of the targets, factors that influenced programme performance. From this analysis, the evaluation drew the lessons, best practices and recommendations for enhanced programming in future. The detailed scope of the evaluation covered all the evaluation questions indicated in the evaluation matrix in Annex 3. Precisely, the scope covered all the variables in the systems analysis; inputs, processes, outputs, outcomes, impact and sustainability. This will enable the evaluation to draw evidence-based linkages among the above programme variables.

## **1.3.3 Evaluation Methodology**

The evaluation adopted a mixed methods approach combining both qualitative and quantitative methods in order to enhance the validity of the results. Qualitative methods were largely premised on primary data sources (stakeholder consultations) while quantitative methods hinged on secondary data sources (M&E data bases and project reports). A total of 67 stakeholders under different categories participated in the evaluation (Annex 5) through key informant interviews and focus group discussions. The evaluation matrix was utilized as a key data collection tool in addition to tailor-made data collection tools that were administered to different categories of stakeholders (Annex 4). The evaluation further integrated several techniques and tools, such as Theory of Change (ToC), RBM, Rights Based Approach to Development (RBAD), and Gender Analysis and OECD-DAC evaluation criteria and principles; relevance, effectiveness, efficiency, impact and sustainability. Therefore, the consultant conducted this assignment in accordance with best international practices whilst adhering to the terms of reference and UNEG’s Guidelines for program/project evaluation. To achieve this, the consultant adopted a Consultative Participatory Process and Interactive Approach (CPPIA) with an intention of involving all key stakeholders at all stages of the assessment. This is very important in ensuring ownership of the results and smooth implementation of the recommendations.

The technical approach was based on the “Triple Results Focus Model” that is anchored on the three universal evaluation questions namely; 1) has programme done the right things?; 2) has programme done things right?; 3) what can be learnt from the implementation experience to inform future programming? A focus on results in the light of OECD/DAC evaluation criteria formed a key dimension in answering these questions.

The programme implementation design, strategies, systems and procedures were assessed in order to ascertain relevance, efficiency and sustainability of the project as well as the extent to which the processes facilitated and/or inhibited the achievement of the desired results. The analysis focused on the output-outcome nexus in order to derive logical association between the output and outcome indicators that formed the basis of articulating the project contribution, drawing of lessons, best practices and recommendations.

Data analysis was guided by a systems analytical framework with the purpose of capturing and articulating results in the light of OECD/DAC evaluation criteria as shown in figure 1.1 below.

**Fig 1.1: Systems analytical framework**

Inputs

Processes

Outputs

Outcomes

Impact

Sustainability

* Adequacy, quality & timeliness of inputs
* Project activities,
* Implementation strategies
* Partnerships & participation
* Actual versus targeted outputs
* Factors for variations
* Degree of efficiency
* Intended & unintended changes
* Factors that have affected the outcome
* Long term changes
* Project attribution
* Factors likely to affect impact
* Sustainability potential
* Opportunities & threats
* Plans for enhanced sustainability
* Relevance
* Efficiency
* Best/weak practices
* Lessons learnt & Recommendations
* UNDP programming principles
* Effectiveness
* Sustainability
* Lessons learnt & Recommendations
* Action planning for future programming

2.0 Evaluation Findings

# 2.1 Programme relevance

The internal and external programme consistence was the key parameter on which programme relevance was assessed. Externally, the evaluation analysed the degree of programme alignment with the national development aspirations enshrined in various development documents as well the UNDAF strategic direction. Internally, analysis of the programme concept and design, implementation and management as well as monitoring and evaluation arrangements have formed a central part of the relevance analysis as presented hereunder.

## **2.1.1 Programme Concept and Design**

The programme conceptualizing aimed to respond to the rule of law and justice sector gaps using a multi-sectoral approach to address the urgent need for holistic delivery of justice, security and improvement of observance of human rights[[2]](#footnote-2). This development therefore accounts for the programme interventions putting much effort at engineering appropriate measures to ameliorate institutional as well as policy/regulatory and skills gaps inherent in justice service delivery. The evaluation noted that even though the interventions were project based, there was an implied focus on both short- and long-term outcomes to address issues of rule of law and justice. Thus, it is this status that informed the design of the two project interventions under the ROL and A2J programme. The interventions were designed to address: i) weak policy /legislation; ii) skills and capacity gaps in justice and security sectors; iii) poor facilities /infrastructure and less resourced institutions; and iv) weak cross sectoral collaboration and coordination in the administration of justice among the key stakeholders[[3]](#footnote-3).

It should be noted that in the past years addressing governance challenges and accountability architecture interventions have been gradual with focus on fixing selected obstacles to justice and security. Both programme interventions on rule of law, justice, and human rights were therefore designed in projection of the Sierra Leone’s 2019-2023 strategic plan that recognizes good governance as an indispensable prerequisite to achieving development goals enshrined in the National Development Plan[[4]](#footnote-4).

To actualize the concept, the evaluation noted that the design of the project interventions considered a sector wide approach and paid specific attention to both upstream and downstream interventions. In both projects, attention was paid to technical support in the form of skill building, legal and policy innovations that took centre stage to play a pivotal role at the upstream (MDAs) and downstream (community level). Policy interventions across the two projects aimed at changing the modus operandi to meet the outcomes of the programme.

Programme interventions intended to boost institutional strengthening, specifically personnel skill enhancement and the implementation of policy/legislative regulations. Additionally, the projects supported the synchronisation of policy and regulatory re-engineering to address gaps throughout the justice sector. The development of the bail and sentencing regulations is proof of this, as is the associated trainings that targeted courts, correctional centres, police and CSOs. This approach ensured uniformity and smooth transfer of skills and uniformed operations for promotion of good governance and human rights in form of sector-wide approach to addressing issues at hand in the justice and security sectors in Sierra Leone.

However, a critical review of the design identified a lack of deliberate effort at the planning level to ensure that the two interventions were well sequenced to build on outcomes of one another or synchronized in terms of delivery of the outputs to directly contribute and strengthen achieved results through incremental and sustained approaches. For example, the overlap in implementation dates of the two projects meant that along the way no attempts were made to synchronise their implementation to ensure reinforcement and sustainability of the results. The above gap could be attributed to weak or inadequate consultative approaches at design level for the two interventions[[5]](#footnote-5).

As to whether the indicators by design comply with SMART criteria, this end term evaluation assessed the compliance and the following are the findings:

Specifically, the evaluation noted that all the indicators across the two project interventions were specific on the outcomes to be achieved in areas of policy and capacity building interventions. As to whether the indicators were measurable, the evaluation is of the view that not all indicators were measurable. For example, on the issue of adoption sentencing and bail guideline and the adoption of the Mandela Rules and Bangkok Principles[[6]](#footnote-6) across the board were heavily dependent on the attitudinal change of the individual officers and this will take time only if strict measures are enforced. Some of the indicators are attainable in the long term beyond the interventions’ lifetime and therefore not time bound to project intervention period. For example, the adoption and full implementation of guidelines and policies, products of the new curricular are long term within the justice and correctional institutions. Even then, they can only be attainable if more subsequent targeted interventions were put in place to take care of mind-set change. On whether the indicators are realistic, the evaluation agrees that all the indicators are realistic but beyond the lifetime of the first two project interventions.

The evaluation also noted that at the design stage there was no elaborate effort to define the project exit strategy much as there was a sustainability plan. The lack of an exit strategy compromises the effectiveness of the sustainability of project interventions.

Further still, much as there was sensitization and public awareness activities embedded within projects activities there was no communication strategy clearly defined at the design stage.

## **2.1.2 Programme implementation and Management**

The programme has been implemented using a multi-stakeholder approach placing the targeted institutions at the fulcrum of the delivery of the programme results. For the two projects interventions, responsible government agencies were given the leeway to actualize the programme activities, an approach that ensured grounding and skill building for responsible actors to deliver on the programme results. CSOs were brought on board to augment and drive responsiveness to the programming interventions when it came to support the promotion of human rights and associated awareness[[7]](#footnote-7). The evaluation further noted a well-crafted bottom-up and horizontal delivery and focus on sequencing of activities to ensure coherence and sustenance in the justice, security and human rights programme.

However, lapses in planning to comprehensively take care of all the required projects’ inputs led to lapses in the provision of services. For example, while noting that logistical support could be a core support from government, it was observed that increased support to project running through assistance to NGOs logistics needs could have been extremely helpful in a context of acute lack. Furthermore, improved assistance for the purchase of tools and equipment would be of significant contribution to sustain the SLCS project on a longer term*. Additionally, advocacy could be enhanced for support to the judicial system to recruit more qualified interpreters and other critical court personnel to deal with the lapses identified due to the limited number of this category of professionals.*

According to project documents, the **management** of the programme interventions appears to have been well laid out and executed. The evaluation noted an existence of functional project management boards comprised of senior supplier (UNDP) and senior beneficiaries (MDAs and CSOs). Project management boards oversaw advising on the overall programming including the policy direction. Their cardinal role was direction and regular review of the project based on the Annual Work Plans (AWPs) to ensure projects are on course and any necessary adjustments are made.

Technical teams were responsible for the day to day management of the interventions. UNDP, as the senior supplier, was fully in-charge of mobilisation of the required resources from the donors and development partners to ensure delivery of the programme results in accordance with global rule of law and democratic governance programming[[8]](#footnote-8).

## **2.1.3 Monitoring and evaluation**

All the programme interventions were monitored and evaluated to check consistency with the UNDAF. National perception index surveys are proposed to assess the outcomes of the programme. UNDP and implementing partners (IPs) took centre stage in guiding the processes through annual work plans, quarterly report and a final evaluation. Quarterly and annual reports are prevalent in monitoring the interventions. The mid-term and evaluations were also envisaged. The final project reports were elaborate on the reporting guidelines in relation to the anticipated results. However, it is important to note that there were no mid-term reviews done to assess the achievements, gaps and lessons to allow room for adjustment of the interventions. This flaw could in a way have undermined proper monitoring and to some extent undermined the evaluation of performance of the programme. However, the short span of the projects justified the failure to conduct mid-term evaluations. The end term evaluation noted that there were some gaps in M&E. Firstly, performance tracking needed to use standardized performance measures in the indicators and targets. For example, some indicators and targets started in the percentage but results were reported in numbers. Secondly, reporting templates needed to provide for the capture of some implementation challenges, which was not the case.

## **2.1.4 Derivation of Programme relevance**

*a) Programme consistence with national/beneficiary needs and priorities*

The programming of the interventions is strongly rooted and contextualised in the operations of the targeted institutions and beneficiaries across the sector. They comprise of the MDAs, CSOs and beneficiary communities. Sierra Leone went through 11 years of civil war followed by the Ebola Virus Disease (EVD); both events led to a breakdown of justice and security service provision and violation of human rights[[9]](#footnote-9). Thus, in order to transition from chaos to stability as prescribed in the A4P, serious efforts had to be made in the sector to contribute to curb rampant corruption, address weak judicial and security systems, weak parliamentary oversight and constitutional limits that continued to impede efforts to deepen good governance and sustainable development. In addition, the TRC highlighted that the inability of government to provide justice and security for the populace was one of the causes of the war[[10]](#footnote-10). The TRC concluded that reform of the justice sector was central to peace consolidation and a vital ingredient for sustainable development in post-conflict Sierra Leone[[11]](#footnote-11). The A4P, the programmatic approach to development highlights justice reform at the centre of its strategy, recognizing its importance in promoting justice and prosperity[[12]](#footnote-12). Furthermore, the programme draws from the lessons learnt from past UNDP’s A2J and Security Sector Reforms (SSR) interventions, UN and development partners support to justice and security delivery of the need for interventions in programming in the area of rule of law and access justice[[13]](#footnote-13). In short as noted, a holistic approach would bring together rule of law, access to justice and security sector interventions under one framework, enhance synergies and coordination and establish shared priorities with an aim to maintaining peace and stability.

**b) Appropriateness of the implementation strategies**

The strategies deployed were suitable in terms of timing and situation/purpose. The common denominator of the strategies across both projects was to improve capacity, oversight, planning and coordination through the JSCO. In the area of capacity, supporting the Judiciary in the development, approval and implementation of a Sierra Leone Bail Regulations and the Sentencing Policy directly contributes to strengthening the capacity of other national institutions like police and SLCS to provide fair, efficient and effective justice services[[14]](#footnote-14). Of importance to note about the strategies is the strong element of synergies among the two interventions that considered critical linkages of the justice chain institutions. For instance, tackling of case backlog at the judiciary and focusing on legal aid strengthening led to improved functioning within SLCS, specifically better accommodation facilities and admin structuring. Beyond synergies, the employed strategies evoked broader collaborations that spanned over diverse stakeholders such CSOs and oversight institutions notably Human Rights Commission of Sierra Leone (HRCSL)[[15]](#footnote-15).

On oversight, the HRCSL and CSOs received support from UNDP in areas of monitoring of places of detention and the provision of legal aid services and overall service delivery across justice chain institutions[[16]](#footnote-16).

Finally, the projects included a focus on planning within targeted institutions. For example, the SLCS interventions focused on the priorities identified through the capacity needs assessment and the SLCS strategic plan[[17]](#footnote-17).

1. **Consistence with overall UNDAF Framework**

All the projects interventions feed into UNDAF and CPD outcomes, whose results are reforms in justice and security sector institutions and systems to comply with international human rights principles for effective delivery of justice and security services in an accountable manner in Sierra Leone.

The two projects are also aligned with the AfP 2013-2018, the Justice Sector Reform Strategy and Investment Plan III (JSRSIP III) 2015-2018 and the strategic implementation plans around Security Sector Reform (Second Security Sector Review for Sierra Leone (2012-2022)), the SDG 16 (peace, justice and strong institutions) ‘leaving no one behind’, and with UNDP’s global programme for justice, security and human rights (Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development - A UNDP Global Programme for Justice, Security and Human Rights 1 July 2016 – 30 June 2020). In addition, there is a strong focus on SDG 5 (gender equality and empowerment of women and girls) purposely to enhance access to justice for women, addressing violence against women (VaW), gender based violence (GBV) and, addressing cultural and social gender barriers in justice and security sector reform is given attention within the programme.

This end term evaluation appreciated and noted that the alignment of the interventions to UNDAF has had two positive implications; firstly, it ensured a continuous learning process in the governance programming of UNDP on how they can address and build on the achievements as well as bridge any emerging gaps. For the GoSL, alignment of UNDAF provides opportunities for tapping into critical resource envelope to meet development needs. Secondly, there are emerging opportunities to subscribe and clearly target global development targets like the SDGs and other commitments as long as grounded interventions are implemented. All in all, there is consonance in drive towards sustainability of the programme results both at institutional level and capacities of the targeted beneficiaries***.***

## **2.1.5 Strengths and weaknesses of programme relevance enhancement strategies**

Partner capacity building and cross-cutting policy and regulatory reform initiatives are two major strengths of the projects. Training on the Mandela Rules and Bangkok Principles provided incentives for reforms and contributed to a reduction of repeat offenders and remand detainees, having a direct effect on the reduction of backlog of cases in courts and congestions in prisons. The introduction of bail and sentencing guidelines is another example of cross-cutting policy, providing options of other means of atoning for crimes that ultimately reducing overcrowding in prisons and upholding human rights.

Staff capacity building, particularly continued support to the legal curricula, is another strength throughout the projects. The introduction of a curricula for the Judicial and Legal Training Institute (JLTI) is a guaranteed human resources pool that comes on board with a different mind-set for better delivery of justice, security and human rights.

A weakness across the emerging programming interventions is the tendency not to sequence the interventions yet have the intention to deliver on similar outcomes. There are overlaps in the two projects, which did not allow enough time to apply lessons learnt to the same activity.

**Implementation Challenges**

Access to justice institutions in rural areas remain a challenge, deepened by associated high costs due to poor roads and a lack of local facilities in hard to reach areas. Suspects granted bail by magistrate courts are likely to not return to courts due to transportation challenges. Additionally, CSOs engaged in promoting awareness about the bail and sentencing regulations are hindered by the poor road network while visiting hard to reach areas, resulting in the frequent breakdown of vehicles. Improved logistical support could have helped address some of these lapses even though not a sustainable approach.

The other challenge is the lack of translation services in courts. Many of Sierra Leoneans do not understand English. Some court officers are also reportedly not conversant /fluent in local languages. Consequently, there is often miscommunication between officers of court (magistrates and judges) and the litigants/accused persons, leading to charges of contempt of courts as often reported to be levied by the Bench. The granting of bail is often facing surety challenges as information provided by CSOs revealed that sureties continue to face difficulties in the processing of their information by the court. There is need for the project to design mechanisms to address lapses in the system especially in relation to bail processing.

Another challenge is a lack of affordable legal representation nationwide. While the Legal Aid Board (LAB) is making strong efforts to provide legal aid to as many as possible, their capacity and resources are strained[[18]](#footnote-18).

# 2.2 Programme effectiveness

The presence of an effective justice system free of state control provides a strong foundation for the entrenchment of rule of law. The fast and transparent dispensation of justice to those in conflict with the law is a key requirement for the enjoyment of fundamental human rights. This calls for the establishment and strengthening of an efficient, impartial and accountable legal system within which access to justice is a fundamental human right for all.

## **2.2.1 Output level achievements**

1. **Adoption and consistent application of sentencing and bail policies and guidelines.**

The judicial system in Sierra Leone lacked a sentencing and bail policy or guidelines, significantly contributing to inconsistencies in practice on bail and sentencing. Legal framework provided inadequate guidance to judges and magistrates on judgments, worsened by the judges’ and magistrates’ lack of access to case precedents to guide them in judgment. All these constrained transparent administration of justice in the Sierra Leone’s judicial system[[19]](#footnote-19).

In response UNDP, partnered with the GoSL, set out to support the formulation, adoption and application of sentencing and bail policies and guidelines. Specifically, UNDP’s support was provided towards: i) establishment of the WG on bail and sentencing issues; ii) development and dissemination of outreach materials to popularise the policy and guidelines; iii) development and implementation of training modules for justice sector actors; iv) setting up and implementation of a case management system (CMS); and v) awareness creation about the sentencing guidelines and their implications.

1. **Establishment of Working Group on Bail and Sentencing policy development**

The evaluation ably verified the presence of a WG on Bail and Sentencing that played a pivotal role in the formulation of the Bail Regulations and the drafting of the Sentencing policy. In total the group has 14 members drawn from all key institutions in the justice sector. Women representation on the group constituted 35.7%[[20]](#footnote-20).

The WG was able to develop its terms of reference in the very first week of its formation and the first draft of the sentencing and bailing policy was ready for review by August the next year[[21]](#footnote-21). Furthermore, both the strategic composition and effective participation of the WG have been key pillars for national ownership of the policy, laying a strong foundation for a successful and sustainable implementation.

UNDP played a pivotal role in strengthening the functionality of the WG through capacity support and technical assistance. UNDP supported the development of knowledge products, such as consultancy reports which provided guidance to the WG to execute its mandate more effectively and efficiently. The WG ably provided oversight throughout the project implementation through its routine meetings and beyond. The role played by the WG was commended by all stakeholders, not only in overseeing the implementation of the project but in ensuring national ownership of the Bail and Sentencing policies.

1. **Development and dissemination of outreach materials to popularise the policy and guidelines;**

Successful adoption and consistent application of sentencing and bail guidelines require awareness creation among all sections of stakeholders. This facilitates collective identification of implementation bottlenecks, bringing them to the attention of duty bearers for redress. It was against this backdrop that the implementation of ROL programme made significant efforts to develop and disseminate materials for awareness creation about the sentencing and bail policy and guidelines. The evaluation noted that much as the sentencing policy is not yet in operation, the ground for wide dissemination has been laid. Three CSOs (Centre for Accountability and Rule of Law (CARL), Prison Watch (PW-SL) and HUWASAL) play a key role in active dissemination of information and monitoring court compliance with bail regulations. Agreements between UNDP and the mentioned CSOs have been made for supporting public sensitization in five districts[[22]](#footnote-22). Other CSOs have gone a step further by undertaking the monitoring of application of bail regulations through systematic data collection, analysis and reporting. The WG has been the fulcrum upon which information sharing activities is supported.

The media has been utilised to disseminate information about project activities. Several press briefings and radio shows have been organised by CARL and the Public Relations Office (PRO) office at the Judiciary to keep the public up to date. Besides the wide dissemination of information about the bail regulations, the LAB has conducted several legal education sessions during the project period in which over 98,901 Sierra Leoneans have been reached[[23]](#footnote-23). Furthermore, the WG held 8 outreach meetings in which over 1200 citizens[[24]](#footnote-24) were reached with information about the bailing regulations. In the evaluator’s opinion, the multi-pronged awareness creation initiatives undertaken to popularize the bail regulations are enough and relevant to support the realization of the desired results.

1. **Development and implementation of training modules for the justice sector actors**

Successful implementation of policies and guidelines requires concerted efforts of all stakeholders. This calls for each responsible party to be fully aware of its role, obligations and responsibility vis-à-vis those of other parties. Hence, the need for thorough training of all such stakeholder is vital and necessary. It was in realisation of such a need that the projects supported the development and implementation of training modules for the justice sector actors.

With UNDP’s technical support, core curricula comprising key subjects, including judicial ethics, judge craft, and M&E was developed by the Judicial and Legal Training Institute (JLTI). A separate curriculum on bail and sentencing for justice chain actors has equally been developed. Following the development of the curricula, a total of 838 Justice sector actors have been trained with female participation standing at 17.5%[[25]](#footnote-25). Although discussions with several key informants during this evaluation revealed that gender has been a key concern through the implementation of the ROL programme, the low participation of women indicates that much is still required to achieve the desired gender equality in the justice sector service delivery system.

The programme approach of using training of trainers (TOT) is enough and able to cascade the trainings at various levels of the justice sector service delivery. As a result, institutions like the LAB, JLTI and Sierra Leone Police (SLP) are playing an active part in building the capacities of their respective staff in applying the bail regulations. Justice sector actors that participated in this evaluation were appreciative of the trainings, stating that the trainings contribute to improved outcomes of judicial processes and decisions. One key informant testified that uniformity in the bail handling process is being realised in some courts although room for improvement is still prevalent.

1. **Setting up and implementation of a case management system**

An effective and efficient case management system (CMS) plays a critical role in ensuring timely follow-up of cases, leading to appropriate and timely judicial decisions. The lack of such a system was identified as one of the major impediments to timely delivery of judicial services. Thus, the set up and implementation of a CMS was a key deliverable under the ROL programme. With support provided under the Bail and Sentencing project, a CMS (Justice App) was successfully developed together with a user and super user manual. The development of the App was informed by two needs assessments conducted in 2016.

Following the development of the Justice App, judicial staff have been trained on its usage., The project supported the procurement of 75 Samsung Galaxy tablets, which house the app. The additional provision of data bundles by UNDP aided with the implementation of the CMS. Although the app was originally meant to be piloted in magistrate courts, upon request from the Judiciary, it is being rolled out in all courts with US/INL funding for case management[[26]](#footnote-26). Interviews with judicial officers that participated in this evaluation revealed optimism over improved efficiency in case management and timely dispensation of justice to inmates. However, the limited number of judges and magistrates remains a worrying factor for the speedy dispensation of justice in Sierra Leone.

The inadequacy of the judicial officials notwithstanding, the CMS has reportedly improved case management through proper filing, archiving, tracking and monitoring. There was optimism among the justice sector stakeholders consulted during the evaluation that consistent use of the CMS will inevitably reduce the case management time lag. However, there is still need for further training of the staff to be able to use the system more effectively.

**The support to the establishment of the Judicial Public Relations Office (PRO):** Prior to the project start the Judiciary had no substantive PRO but with UNDP support the office was established and is fully functional. The establishment of the PRO has added to the public’s confidence in the judicial system as matters as often clarified at national level using various communication avenues. However, the office is presently only at national level; many judicial matters are in the provinces and district-based courts that would call for regional PRO officials.

1. **Capacity strengthening of correctional facilities and staff in compliance with International HR standards**

The adoption of the Correctional Services Act in 2014 depicts the GoSL’s commitment to transforming the country’s prisons to comply with the international human rights standards. Despite this commitment, overcrowding in prisons, lack of adequate infrastructure and resources as well as lack of capacity among some prison staff compounded with the poor functioning of the justice sector still constrained the achievement of the desired results. The UNDP-led intervention aimed at: i) supporting institutional capacity of correctional facilities to meet international human rights standards for inmates and staff; and ii) enhance the capacity of SLCS staff to ensure improved welfare of inmates as well as safety and security of the society.

UNDP’s support towards the achievement of the above aspirations was mainly through: i) establishment of a CMS for effective detainee/prisoner file and case management; ii) decongesting and equipping correctional facilities to provide services for the inmate population to ensure reintegration to society; and iii) capacity strengthening of SLCS staff to uphold human rights of inmates. The results achieved under each of the support areas are analysed hereunder;

1. **Effective detainee/prisoner file and case management**

In tandem with the Mandela Rules, a standardised prisoner file management is necessary for ensuring effective management of inmate population in a manner that upholds their human rights. Building on its earlier support to PW-SL and SLCS that enabled the establishment of a basic CMS, UNDP provided more support for improved case management among the Correctional Facilities. As mentioned, the project supported the development of the Justice App; initially rolled out for the Judiciary, it is now being introduced to the SLCS[[27]](#footnote-27). The Justice App will enhance collaboration between correctional facilities and the judiciary allowing fast tracking of the progress in case management.

Furthermore, the assessment and classification of inmates that was undertaken in the From Prisons to Corrections project significantly contributed to improved management of the inmates. Prior to this activity, all inmates were treated as maximum security risk, which was not only unnecessary and costly, but compromised human rights. With UNDP support, the Classification Protocol was developed and correctional officers trained in how to determine security risks, rehabilitation, and treatment options for inmates based on their needs. According to SLCS staff that participated in the evaluation exercise, the assessment and classification of inmates was timely and highly critical to support evidence-based decision making in the management of the both the facilities and inmates.

The above two actions undertaken to achieve effective detainee/prisoner file and case management were sound and well thought through. The deliveries were well informed by a detailed assessment which made them comprehensive and relevant. However, the training provided to both judicial and correctional staff is still insufficient to enable effective use of the CMS. In fact, at the time of this evaluation, the system was not being used due to ongoing updates to version 2 of the app. However, further training for staff is scheduled once the app has been updated on each tablet.

These challenges notwithstanding, the stakeholders are highly appreciative of the UNDP support towards the establishment of both the CMS and the classification protocol and tools which are considered vital in supporting effective case and detainee management in a manner that upholds their human rights.

1. **Decongesting and equipping of Correctional Facilities to provide services for reintegration**

Overcrowding in the correctional centres is a major factor that compromised the human rights of inmates in Sierra Leone but has been reduced under the ROL programme. At the inception stage of the From Prisons to Corrections project, the correctional service had a total population of 3,600 inmates yet the holding capacity was only 1,800 inmates[[28]](#footnote-28). As a result, the inmates were subjected to inhumane conditions in centres that grossly compromised their human rights. With UNDP support, bail/case review through prisons courts and legal aid scheme was undertaken to reduce overcrowding; over 1,000 cases have been heard nationwide in 2017 and 2018[[29]](#footnote-29). Through the review, details of each case were reviewed and discussed to explore possibilities of granting bail. This has provided a room for reviewing bail conditions in tandem with the bail regulations. According to the court monitoring data, in the majority of the cases in which bail was granted, the bail conditions were consistent with the bail regulations. However, in Tonkolili and Western Urban, bail conditions were still inconsistent with the bail regulations in the majority of the cases as seen in figure 2.1 below;

**Fig 2.1: Consistence of bail conditions with bail regulations**

**Source: Court monitoring data (2019).**

According to SLCS staff, the case/bail review exposed the obstacles to securing bail, leading to the design and application of redress measures. As a result, the number of cases in which bail was granted had reportedly increased during the project period. As several staff indicated during interviews, a number of inmates did not know the bail application procedures and even different courts were setting different bail conditions for the same offense which made obtaining bail difficult. Through the provision of legal education coupled with the legal aid scheme, several obstacles to securing bail were overcome; a factor that increased the number of bail applications that were granted. The court monitoring data indicate that 52.8% of bail applications were granted at the first appearance.

Although the evaluation could not establish with certainty the percentage reduction in the population of inmates, it is apparent that the interventions undertaken to decongest the correctional centres were strategic and have high potential to support the realisation of the programme target. The bail regulations that have been put in place coupled with the work done towards establishing a sentencing and bailing policy and guidelines convey hope better management of bail applications.

In addition to interventions towards decongestion of correctional centre, UNDP also supported refurbishment of correctional centres to improve living conditions of the inmates. 8 out of 9 correctional centres were by the time of the evaluation refurbished. Refurbishment works on Waterloo correctional centre are on-going expected to be completed by June 2019. The refurbishment of the correctional centres was equally a strategic intervention that has significantly improved the living conditions of inmates. Inmates in the correctional centres of Kenema and Bo were grateful for the refurbishment of their centres, adding that their living conditions had greatly improved. Similar appreciation was echoed by the staff of these centres that revealed that the refurbishment of the centres was a significant and timely intervention towards upholding of the inmates’ human rights. UNDP contribution in this area is well aligned with the Kampala Declaration on Prison conditions in Africa 1996[[30]](#footnote-30) and the Mandela Rules[[31]](#footnote-31).

The ROL programme further supported skills enhancement among the inmates in order to facilitate their reintegration in the society upon release. This contributes to the goal to make correctional centres self-sufficient and generate some income. The project target was to refurbish 10 skills training facilities, support 250 inmates to engage in production and earning scheme, certify 100 correctional officers as trainers that would provide professional skills training to 500-600 sentenced prisoners. Correctional facilities of Kenema, Mafanta and Kono have begun productive activities in agriculture in which over 250 inmates are engaged. The evaluation further captured plans for expanding the current farms already opened by these correctional centres. Cassava growing, piggery, and cattle farming are the major enterprises that are already being implemented by the correctional centres. Both the inmates and correctional centres staff expressed optimism that this intervention would transform their welfare. As reported in the project completion report, 250 inmates have already opened up bank accounts to take advantage of the income generating opportunities presented by the skill building interventions. The skills the inmates have acquired through the skill building initiative are vital to help them reintegrate upon release, lowering their chances of reoffending. One female inmate in Kenema stated;

*…I have learnt a lot from this programme. What I have learnt will make me able to earn income after my sentence which is soon coming to an end. By the time I go back to my community, I will not be the same at all because of what I have learnt…*

Despite the great strides made under this initiative, both the inmates and the correctional centres staff expressed the need for further training and tooling in order to match the available market for the products. The need for showrooms to display products produced by the inmates was emphasized during interviews with correctional centre staff. These gaps notwithstanding, the skill building initiative for the inmates contains great potential for supporting self-sufficiency of correctional centres as well as socio-economic transformation of the inmates during and after their sentence period. Thus, much as the quantifiable results in the light of the set targets in the project results matrix are still below the expected, the direction paved by this initiative conveys hope for significant and sustainable results at both outcome and impact levels.

1. **Capacity strengthening of SLCS staff to uphold human rights of inmates**

Enhanced human resource capacity in terms of requisite skills and professionalism forms an integral part of the transformational ambitions of changing Sierra Leone’s prisons into correctional centres. The ROL programme prioritized support towards capacity strengthening of SLCS staff to uphold human rights of the inmates. This was mainly through: i) review of Correctional Services Act (2014) and rules (1961) to comply with international human rights standards; ii) human rights audits; iii) refurbishment of correctional centres to improve health and general wellbeing of inmates; and iv) training of SLCS counsellors and social workers to effectively manage the treatment programs for the well-being and rehabilitation of inmates.

The evaluation noted that the review of the Correctional Services Act and rules has progressed well under the custodianship of the UNDP supported WG. Both instruments were at the time of the evaluation submitted to the Ministry of Internal Affairs (MIA) for approval by the Correctional Council and later presented to the Cabinet by the AG/MOJ before final submission to Parliament. Though not yet in force, their alignment with the international human rights instruments, specifically the Mandela Rules and the Bangkok Principles, conveys hope for upholding the human rights of inmates. The government now needs to fast track the enactment of these instruments and provide the necessary support for their implementation.

Conducting human rights audits is a significant tool for assessing compliance of correctional services with the set international human rights standards for inmates. Prior to UNDP innervations under the ROL programme, the SLCS was less compliant with these standards. As a result, UNDP facilitated periodic joint review of the progress towards meeting the standards set by the correctional services. This was guided by the human rights action plan that was developed by the Raoul Wallenberg Institute (RWI) with support from UNDP and SLCS.

Although four correctional facilities were targeted to be audited, all the 19 facilities participated in the audit workshop that was held between 5th and 6th March 2019[[32]](#footnote-32). In 2017, a total of five human rights audits of correctional facilities were held in which at least 35 staff participated during each session. This did not only provide the correctional centres staff an opportunity to take an in-depth look at the achievements registered and areas for further improvement but also enlightened these staff on the international human rights standards which majority of the staff had no knowledge about[[33]](#footnote-33). Thus, the human rights audits continue to provide a joint platform that facilitates stock taking of the achievements made and required improvements in addition to making commitments for continuous efforts of upholding the human rights of the inmates.

Access to adequate healthcare and rehabilitation programmes is emphasized in the Mandela Rules[[34]](#footnote-34). However, in SLCS facilities access to healthcare was very limited prior to UNDP intervention. In response, UNDP supported the refurbishment of centre sanitation facilities, which left a profound impact on the inmates’ access to better sanitation and hygiene facilities. Increased awareness about the minimum health standards expected in correctional facilities, several health precautions and good practices such as mandatory health examination of inmates upon arrival have been adopted across all correctional facilities. A total of 1,261 inmates are reportedly having access to improved healthcare services[[35]](#footnote-35). Interviews with inmates revealed great appreciation of the healthcare initiatives that have been supported by UNDP.

“…*Initially inmates were having alternative days to take their baths as first priority was being given to new in coming inmates from police cells as they are in most cases unhygienic but with UNDP support water and bath taps have been installed and they are now taking regular baths. Sometimes even officers were going to the extent of fetching water for the inmates as even toilet smell is no more since UNDP solved the problem…”* ***Bo Correctional Services Manager***

Several inmates revealed that the health conditions in the correctional centres had greatly improved. Correctional facility by-laws painted on the walls greatly emphasized cleanliness. There is general awareness about the need to keep the correctional centres clean which several staff attributed to the sensitization campaign that ran during the UNDP supported SLCS project. It is apparent that UNDP support to correctional facilities was driven to towards enhancing their capacity to comply with the international human rights standards for inmates which covers an array of areas. However, analysis of the interventions to promote health of the inmates revealed that they were only skewed towards preventive measures with little done on the treatment side. An inadequate medicine stock in the clinics within the correctional facilities was mentioned by the inmates as a key barrier to accessing quality healthcare services.

30 Counsellors and Social Workers were successfully trained and capacitated to support the delivery of psychosocial services to the inmates. Following the training of these personnel, the SLCS Management has agreed to further cascade the trainings to other staff to enable them to replicate services in other facilities across the country[[36]](#footnote-36). Across the correctional centres in which interactions with inmates was conducted, inmates revealed that conditions of living had greatly improved in the correctional centres. Thus, the recruitment and subsequent deployment of counsellors and social workers in correctional facilities is a significant landmark of transforming Sierra Leone’s prisons into correctional centres both in name and deed.

There is sufficient evidence of success as presented in the analysis of the programme results above. It is noteworthy that the institutional capacities of correctional facilities and the staff capacity have been improved to comply with international human rights standards. Although the passing of the bail and sentencing policy and guidelines has not been fully achieved by the time of this evaluation, the achievement registered at input and process level is significant and conveys hope for full achievement of the output targets. The successfully delivery of the programme outputs has supported and will continue to support the realisation of transformational outcome level results discussed hereunder.

## **2.2.2 Outcome level achievements**

The design and implementation of the UNDP-led ROL programme in Sierra Leone was intended to support the realisation of UNDAF and CPD outcome b under the governance and Public Sector reform. The interventions sought to achieve institutional transformation in the justice sector in order to enable citizens access justice more effectively, efficiently and in a more transparent manner. Thus, the passing and consistent application of the sentencing and bail policy and guidelines was the key outcome indicator for the improvements in the justice and security sector delivery system in compliance with international human rights standards[[37]](#footnote-37). Although the final passing of the policy and guidelines is still being awaited, significant outcome level results are emanating from the programme interventions. They include the following.

1. **Improved knowledge and understanding about the sentencing and bailing guidelines.**

Through partnership with CSOs, public sensitization about the sentencing and bail guidelines is significantly improving knowledge, attitudes and practices that facilitate transparent and effective delivery of justice in Sierra Leone. Public knowledge about the bail procedures has reportedly improved, leading to changes in attitudes towards the justice sector institutions. For example, inmates revealed that before the sensitization on the bail regulations, bail acquisition was deemed to be driven by the applicant’s ability to bribe. However, with the sensitization, the inmates reported much awareness about and appreciation of a more transparent bail application process. Besides the inmates, sensitization campaigns nationwide about sentencing and bail guidelines have led to attitudinal transformation of the public which has led to improved relationship between the justice sector institutions and the public. In essence, there is a notable improvement in the public confidence in the justice sector institutions which is very key in continuous improvements in service delivery.

1. **General awakening for upholding the human rights of the inmates**

Coupled with the above, prior to the UNDP intervention, the perception about prison was much associated with torture and ill-treatment of law breakers. However, through project interventions, a general awakening of the public towards the rights of inmates is becoming more evident. The periodic human rights audits that have been conducted coupled with several trainings have awakened justice sector actors to realise and appreciate the human rights of the inmates. On these grounds, duty bearers have continued to make commitments towards upholding the human rights of inmates. The interventions and consequent developments in the governance and rule of law have contributed to the country’s ranking on the Mo Ibrahim index on the rule of law for the year 2018. Comparative analysis of Sierra Leone’s score on the governance indicators between 2015 and 2018 indicate some progress having moved from 59.5% to 59.9% respectively. Access to justice is indicated as an outstanding area under governance where tremendous progress was recorded according to the Mo Ibrahim reports 2015 and 2018[[38]](#footnote-38).

1. **Strengthened capacity to deliver justice more effectively**

Significantly, the ROL programme has meaningfully contributed to enhanced capacity at both institutional and individual levels in the justice sector. More specifically, UNDP supported the development of tools to facilitate the discharge of duties among the justice sector institutions. Besides these tools, the UNDP supported trainings have left a profound impact on the competence levels of the targeted justice sector actors as one Correctional Centre staff explained;

*“……we have attended several trainings supported by UNDP from which we have acquired a wide range of skills to do our work better. With the skills acquired, our methods of work have completely improved. Although we still need more trainings, at least we can now use the CMS to do many other things we were not able to do before the trainings….”* A male correctional centre staff at Kono.

With improvements in both institutional and personnel capacity, service delivery in the justice sector has been positively impacted evidenced by the number of cases that have been handled during the project period. UNDP supported capacity strengthening has involved both hard and software interventions with high potential of transforming service delivery in the justice sector.

1. **Improved coordination among the justice sector actors**

The formation of the WG was a key eye opener for the need of concerted efforts in the transformation of the Justice Sector in Sierra Leone. The inclusion of representatives from different justice sector institutions has proved to be a good practice that has reported been replicated in other projects. This has facilitated comprehensive identification and redress of key obstacles in the sector hence enabling the delivery of improved services in a timely manner as one judicial staff narrated during interview;

*“…the practice of bringing together all the justice actors in the implementation of this project has proved to be the right approach to adopt even in other sectors. The partners we have worked with on this programme continue to be useful allies even in the implementation of other interventions in future. To me, this is a key outcome whether it was intended or not”.*

It flows from the above analysis of results at both output and outcome levels that the evaluation concludes that the design and implementation of the ROL programme was strategic and made substantial contribution towards the realisation of both UNDAF and CPD outcomes. The programme results possess great potential of generating sustainable impact in the governance of Sierra Leone. The project supported the Justice Sector Coordination Office (JSCO), who are responsible for coordinating the implementation of justice sector strategy (JSRSIP III) and ensuring CSOs are included in both national and local level coordination. The JSCO was instrumental in ensuring the WG was a successful endeavour and continues to act as the coordinating body within the Justice Sector.

## **2.2.3 Programme impact**

Overall, the project interventions have had an impact at three levels, the individual, communities and justice actors/institutions. At individual level, widespread awareness about bail and sentencing regulations and correctional services in school has sparked student parents’ engagements on matters of rights which further impacted positively on prevention of SGBV. Communities especially in rural areas where the local courts and police have for long engaged in punitive actions in relation to abuse of rights have been awakened by the CSOs sensitization. One CSO had this to say: *“In the communities they have started to challenge the wrongful activities of the local courts and usually refer to us for help[[39]](#footnote-39)”.*

Justice actors have awakened to the fact that coordination between them is a very key and better service delivery within their mandate. For example, correctional services reporting underage detainees and sensitizing inmates of rights to bail, magistrates and police offering bail to suspects have eased congestion in prisons and to a great extent reduced backlog of cases in courts.

Outreach conducted by the CSOs using radio stations like justice hour, deployment of paralegals to support suspects, sensitization in schools have created much more needed awareness that has impacted much more positively on the majority of the population who have in-turn have had to question the excesses of justice institutions like police and magistrate courts attempts to impose hard bail conditions. On a gender perspective, female inmates have been provided with knowledge about their rights and steps to take to address sexual harassment and exploitation while in detention. This has increased their awareness on rights and processes to follow once confronted with administrative biases[[40]](#footnote-40).

There have been broader justice reforms in Sierra Leone as result of the improved coordination of the actors attributed to interventions of the programme. Consequently, there has been remarkable decongestion of detention facilities, review of the case management processes and bottlenecks faced within the entire justice chain. This has gone a long way in the rejuvenation of justice institutions which in the long run will ensure progress and sustainable changes that will lead to improved and effective justice delivery in Sierra Leone in the future.

The interventions in the programme have tended to reinforce each other in manner that strengthened the anticipated outcomes. For example, the refurbishments of correctional facilities also contributed to enhancing the Inmates Earning Scheme with more 125 saving accounts deposits in favour of the inmates and their families as the beneficiaries[[41]](#footnote-41). Public confidence in the police has been built as result of monitoring of the application of the bail and sentencing policy by CSOs and through outreach activities which raise awareness about bail and sentencing rights though media, schools and community sessions.

Reformed law smoothened operationalization of courts-for example the bail and sentencing group was instrument in revision of the CPA that in turn led to finalisation of the bail and sentencing regulations. The approval of the bail instrument by the Rules of the Court Committee (RoCC) have had a binding effect on all courts in the country hence uniform application of justice.

Support to the judiciary has strengthened the institution’s capacity and provided them with a foundation to continue growing and implementing judicial reforms. Related to the latter is the improved image of the judiciary before the eyes of the public and sister institutions that came up as result of creation of the public relations officer.

Enhanced south to south cooperation-visits to Ghana (UNDP mission report from Ghana) and Kenya for correctional services which may continue long after project expires.

The monitoring of cases improved with introduction of the Justice App. Due to the low cost, the user-friendly software, and the opportunity to use it offline means it will be accessible to all courts and consequently enabled the top echelons in the justice to monitor dispensation of justice.

New emerging challenges however continued to undermine the impact if no immediate measures are undertaken to overcome them. With regard to awareness about bail and sentencing rights, members of the communities feel and accuse police of corruption whenever they grant bail to the suspects brought to them[[42]](#footnote-42). This attitude has tended to undermine the inroads that the interventions have so far achieved.

## **2.2.4 Facilitators and inhibitors of performance**

The programme performance level was a function of many factors; facilitators and inhibitors but the good performance of the programme as discussed in the effectiveness section indicated that the facilitators were more significant to propel results some inhibiting factors notwithstanding as discussed hereunder;

1. **Facilitating factors**

* The application of the DIM whereby UNDP manages the funds functions very well especially with multi-stakeholder involvement.
* Prior to the design of the projects at conceptualization level, there was full participation and involvement of all key stakeholders throughout the design to implementation.
* Effective partnership: The programme was able to forge strong partnerships at different levels of project implementation which led to effective utilisation of resources by government institutions and CSOs.
* Use of existing structures: Programme implementation interventions were well and successfully integrated within the existing structures of the responsible parties. This lays a foundation for the sustainability of the project gains.
* Provision of technical support and expertise form the government entities like legal aid board and CSOs-Humanist Watch, CARL, and PW-SL have really been at the forefront to support the interventions.
* There has been enthusiasm among the community members during sensitization and awareness on bail and sentencing regulations to embrace the interventions. This enthusiasm has been registered during sensitization workshops in schools, radio talk shows and stakeholder workshops where police expressed sense of remorse on erstwhile bail issuance conditionality.
* Sound implementation strategies that ably promoted stakeholder participation and ownership of the interventions. The use of the WG was a well thought through strategy that enabled timely identification and redress of implementation bottlenecks.
* UNDP’s competence and comparative advantage in governance programming also gave the programme mileage in achieving its set results. UNDP exhibited unequalled expertise in collaborating different justice actors and ensuring that each plays a relevant role in the implementation of the programme. This also true for UNDPs resource mobilisation comparative advantage from the contributing development partners like US/INL.

1. **Inhibiting factors**

* Despite enthusiasm from both staff and inmates, prison workshops for various skills are in dire need of appropriate equipment. Thus, the assumption that GoSL could provide such was not well conceived given the budgetary constraints. Tools were often the property of individual prison staff that, upon transfer, would go with them, leaving the inmates without.
* Mindset was another inhibiting factor to the justice actors, particularly police and some magistrates who, despite widespread awareness about sentencing and bail rights, continued to act as it were in the past because they saw changes as undermining their sources of livelihood through bribery and other underhand methods.
* Another issue to overcome is in maintaining access to water.. For example, in Makeni water disappears in dry seasons because the well is too shallow.
* Lack of clear exit strategy right from the design stage has got a negative bearing on the way the program benefits and achievements will be sustained
* Delayed enactment of the CPA as well as Sentencing regulations are inhibitors to the full implementation and realization of project objectives
* Pending streamlining of the traditional justice systems as well as the local courts system is still posing a challenge on the way population perceives the justice delivery, since the above two have no standardised and systematic way of handling their business
* The CMS/Justice App is currently undergoing upgrading process, its frequent use by Judges and Magistrates is still hanging in balance since there is still need for much more practical and hands on training

# 2.3 Programme efficiency

The input-output ratio was the major parameter used to assess the programme efficiency. The analysis was anchored on whether the programme resources (funds, human resources, time, and expertise) were sufficient and strategically deployed to achieve the desired outputs. Thus, the analysis covers programme expenditure vis-à-vis the budget, cost minimisation strategies adopted including the analysis of their strengths, and weaknesses; and the robustness of the overall financial management and accountability system instituted for the programme as seen hereunder;

## **2.3.1 Programme expenditure to date**

The total budget for the two projects amounted to US$3,000,000 of which US$2,580,000 (86%) was contributed by US Department of State/INL and US$420,000 (14%) contributed by UNDP[[43]](#footnote-43). The evaluation noted that all the partners fulfilled their financial obligations towards programme implementation signifying that the programme budget was sufficiently met. Allocation of the programme budget was in accordance with the stipulated outputs to be delivered which in the contemporary programme management is the best approach to budget allocation. This implies that expenditure was rightfully tagged to specific results.

Analysis of the programme expenditure vis-à-vis the budget indicates that the programme expenditure was 4.2% in excess of the original programme budget. Whereas the “Bail and Sentencing” project was implemented within its original budget, the overall implementation costs of “Prisons to Corrections”” project shoot by 9.1% of the original budget as seen in figure 2.2 below[[44]](#footnote-44).

## **2.3.2 Cost minimization strategies adopted**

Output based budgeting and expenditure is the vivid cost minimization strategy that was adopted during programme implementation. The allocation of the budget to specific outputs, activity results and the actual activities was perhaps the soundest strategy for ensuring systematic tracking of the budget utilization. This ensured that the programme resources generated the agreed upon results, promoting efficiency in programme implementation.

The use of the existing structures and institutions was another significant strategy programme cost minimization strategy. It was noteworthy that much of the programme activities were implemented through government institutions which reduced the human resource budget during implementation.

## **2.3.3 Strengths and weaknesses of the adopted cost minimization strategies**

The evaluation noted the challenges in financial reporting that characterised programme implementation. Although the project documents indicated that semi-annual financial and narrative reports would be prepared, the evaluator has only been able to obtain and review quarterly narrative reports. Presentation of narrative and financial reports alongside each other is however a good practice in programme management that ensures that results are being realised within the planned budget. This is helpful to timely detect any variations in budget utilization and devise appropriate corrective measures in good time.

Furthermore, the project documents were silent on financial management arrangements yet, this is a critical component for successful programme implementation. To promote conscious spending, it would have been critical for the progress reports to contain a section of financial performance analysis instead of just showing the amount resources spent without details on where it was spent.

# 2.4. Programme sustainability

The likelihood of sustaining programme achievements beyond the programme funding period is a key indicator of success. However, this requires deliberate interventions to ensure sustainability throughout the programme implementation process. Thus, under sustainability analysis, the presence of a sustainability plan, its strengths, weaknesses and gaps as well as the underlying opportunities and threats to sustainability formed the focus of the analysis as seen hereunder;

## **2.4.1 Availability and structure of the sustainability plan**

The evaluation noted that sustenance of the ROL, Human Rights and Security programme is engrained in policy programming at the global and national levels, institutional reforms through skill building and strengthened coordination mechanisms between development partners, government and civil society. The ROL projects built on two preceding interventions that feed into global commitments, specifically the sustainable development goal SDG 16 (peace, justice and strong institutions); Sierra Leone is joint lead with Argentina and the Netherlands on the SDG16+ panel. [[45]](#footnote-45). It feeds into SDG 5, specifically to enable enhanced access to justice for women, addressing violence against women (VaW) and focuses on addressing cultural gender barriers in justice and security sector reform[[46]](#footnote-46).

The two project interventions are aligned to UNDP’s global programme for justice, security and human rights and the UN Security Council’s call for serious attention to enhancing donor coordination mechanisms on ROL sector TA delivery[[47]](#footnote-47).This is a sure way of sustainability since it will attracting funding and future technical support to ensure sustainability of the programme results.

As previously mentioned, there is evidence of alignment of the interventions to national policy frameworks notably AfP, the JSRSIP III and the security sector reform review. This approach of aligning interventions with national programming contributes to sustenance through the following ways; guaranteed continued funding to ensure sustenance of the programme results through budgetary allocations and support from the development partners.

Policy and associated institutional reforms across the programme interventions provided avenues for both adoption and continuous institutional capacity building for sustained programme results. Within the SLCS there has been domestication of Mandela Rules and Bangkok Principles through the comprehensive review of the Correctional Services Act 2014, Prison Rules 1961, and the introduction of the earning scheme initiative. In the judiciary, reforms such as the CMS/Justice App and the establishment of a PRO were done to build the long-term capacity of the justice system. These interventions have led to rejuvenation of justice institutions and ensured sustainable changes to improve effective justice delivery. CSOs have played a crucial role in monitoring the application of the bail and sentencing regulations and were key players in oversight of government programs. Thus, the evaluation views that the policy and institutional reforms form a strong bedrock for project sustainability which will continue to attract international and national support, that further cascades down to implementing institutions and individuals.

The programme has since received outside support from other partners. The Canadian Correctional Services gave a training on correctional centre management. Their interest to support SLCS as an upcoming progressive institution stemmed from results from this project, which were shared through the UNDP Global Focal Point on corrections. The LexisNexis foundation has shown interest in developing a partnership with justice sector institutions in Sierra Leone, the focus will be in retooling to enhanced legal aid access across the country through digitizing all legal documents for ease of use by judiciary. The planned incorporation of the Judgment Writing Tool with Justice App, which will contribute to better tracking on the progress of cases[[48]](#footnote-48).

Lastly, sustainability is unfolding through government commitments in the future. For example, the new government strategy, dubbed the New Direction, that came into power after 2018 elections has taken up steps to pay more focus on justice and correctional reform[[49]](#footnote-49).

## **2.4.2 Strengths and weaknesses of the programme sustainability plan**

The evaluation observed that the key strength of the programme sustainability plan lies with its alignment of the interventions UNDAF, CPD, and overall government institutional, policy and regulatory infrastructure backed by UNDP monitoring and evaluation framework. Alignment to UNDAF, CPD and government development programme assures the technical support as well resource availability in the long term while negating challenges inherent in the one-off project interventions.

A noticeable weakness in the programme sustainability plan is the one-off interventions and failure of donors and government to provide adequate financial support. This will further be exacerbated by attrition and mind set of the staff in the Judiciary and correctional centres who may be averse to embracing the changes as prescribed in the policy and institutional frameworks initiated and instituted by the programme interventions.

## **2.4.3 Opportunities and challenges to programme sustainability**

Opportunity for programme sustainability is largely anchored in policy and instructional reforms, which provide an avenue to effective M&E to inform restructuring through lesson learnt and best practices by both UNDP and GoSL.

Existence of national CSOs willingness and innovation to look for different sources of funding of the activities in line with the programmatic area is a plus to the sustainability of long- and short-term results yielded from the programme. When asked what sustainability measures was in place once the intervention ended, a member of one CSO said, *“For us we are national organizations…we continue providing the voluntary services for our people. And we are also looking on new avenues to support our actions because we do not expect to depend on UNDP or other donors forever. We are also developing food production and marketing ventures to generate revenue and also support government.[[50]](#footnote-50)”*

A challenge lies in the weak coordination and synchronized monitoring and evaluation mechanisms between government institutions and UNDP programme. It is ambitious to expect government to realign its sustainability mechanisms to UNDP’s rapidly changing global paradigm shifts and interest of the donor community.

# 3.0 UNDP Programming Principles

## **3.1 Gender mainstreaming**

UNDP recognizes that advancing gender equality and empowering women is a precondition to achieving sustainable development. The global rule of law programme advances the eight-point agenda for women’s empowerment and gender equality in crisis prevention and recovery with a string focus in women security and access to justice[[51]](#footnote-51). Advancing gender equality and empowering women is one of the cross-cutting issues of UNDP programming. This end term evaluation noted the programme supported all efforts to advance gender across all results areas, including skill building and targeting women beneficiaries. In the area of capacity building for judicial officers on using the comprehensive curriculum (55 judges, magistrates and 3 registrars, 13 were female). In the SLP, trained officers police prosecutors, criminal investigations and family support unit officers) of the 550 officers trained, 150 were females. Even when it came to outreach strategy for bail and sentencing instruments that targeted 1200 citizens 1/3 were female[[52]](#footnote-52).

The LAB professional training of 170 lawyers (60 female), paralegals and community leaders. In addition, the WG developed that developed gender sensitive Sentencing Regulations including for 9 specific offences were considerate of women concerns. For example, in the old law, the key guideline that targeted intimidation of women particularly female street traders and commercial sex workers for the custodial sentence for loitering was removed[[53]](#footnote-53).

Furthermore, the SCLS services also adopted the Bangkok Principles[[54]](#footnote-54). Women inmates in correctional services have been provided with basic needs to cater for their hygiene services as it was confirmed with interviews with women inmates[[55]](#footnote-55).

## **3.2. Application of RBM**

The programme applied the results management all through the two project interventions. Evidence is adduced from using lessons learnt in the previous programming interventions to inform the design and monitoring of the interventions so far implemented to respond to challenges through other project or attendant project interventions. Design of the three project interventions in such a way as to respond to same UNDAF outcome and CPD outputs[[56]](#footnote-56) was in real application of the RBM to enable UNDP gauge the achievements, best practices and lessons as well as extrapolate emerging sustainable avenues onto which it can craft future programming.

## **3.3. Human Rights Based Approach (HRBA)**

HRBA essentially means that human rights standards and human rights principles, such as participation and empowerment, non-discrimination and equality, accountability and the rule of law are integrated into the intervention logic, monitoring and evaluations[[57]](#footnote-57). Promotion of human rights have been engrained in the programming through integration of human rights-based approach. These include human rights audits, inmate classification, Justice App, inmates earning scheme, bail regulations, judiciary training on curriculum, legal aid services infrastructure and facilities revamped.

The design of intervention logic was such that it ensured duty bearers were put first and foremost before the interests of the right holders. The infrastructure rehabilitation to improve on sanitation and attendant facilities, skill building and the rehabilitation of inmates, income generation, nutritional feeding in correctional centres all aim at observing human rights. The initiation and eventual passing of the bail and sentencing guidelines, Justice App, human rights audit, refurbishment of health infrastructure[[58]](#footnote-58) are spot on in promoting the rights and the new curricular intended to impact new ways of dispensing justice and focus on sustainable development goals are but some of the key tenets through which the programme adopted the human rights based approach.

## **3.4 UNDP’s Comparative Advantage**

UNDP’s advantage was derived from a combination of factors, amongst which its longer-term assistance in this area and its ability to successfully advocate for the inclusion of access to justice into government programmes. For example, UNDP partnership with SCLS and PW-SL during EVD worked to decongest prisons by expanding facilities to prevent an outbreaks within centres led to the development of new structures for skill building, and providing new facilities for female inmates who had previously been housed in the same buildings as male prisoners[[59]](#footnote-59). UNDP lent support to legal aid systems to reduce prison congestion by engaging with legal practitioners and construction of isolation centres during the Ebola crisis[[60]](#footnote-60).

The cardinal role played by UNDP in supporting the SLCS to carry out a capacity assessment of the institution to establish the current capacity of the SLCS to implement its Strategic Plan and the areas that needed improvement was places it at the fore front in such kind of interventions[[61]](#footnote-61).

UNDP is reputed for providing support to the development of case management guidelines that improved handling of cases. They have supported family support units (FSU) to conduct awareness rising which appears to be driving more women and girl survivors to the FSU[[62]](#footnote-62).

All the above support and expertise place UNDP before any institutions to engender ideals of justice, security, and human rights. The evaluation noted that with UNDP’s comparative advantage, the government should grab the opportunity in leveraging UNDP’s strategic position in resource mobilization and program management as well as in offering technical assistance.

# 4.0 Conclusions, Lessons learnt, best practices and recommendations

## **4.1 Conclusions**

The programme concept and design were logical with well thought through interventions that provided a proper linkage between the programme ‘ends’ (desired results) and ‘means’ (strategies to achieve the results). The design of the interventions was well informed by empirical data generated through situational analyses as well as lessons learnt from previous interventions.

The programme consistence with the national development priorities is sufficient, making the programme instrumental in contribution towards the realisation of the national development aspirations. The programme consistence with UNDAF is apparent and sufficient for propelling enhanced results.

The programme implementation and management arrangements were strategic to facilitate appropriate stakeholder participation, contribution, ownership and capacity strengthening on which the sustainability of the programme hinges. In its management, the programme was well anchored within the national justice delivery system and this facilitated institutional collaboration that favoured the success of the programme.

Programme implementation and management approaches have taken into account checks and balance mechanism to avoid pitfalls during the implementation process. Work plans, quarterly reports, and final project reports were used to support the effective implementation management mechanism. UNDP, with partners, have taken centre stage in providing technical assistance required for efficient and effective management.

It is also important to note that the sustainability of programme results takes cognizance of institutionalized interventions whose thrust is to have them self-sustaining so that they can wean themselves from the donor funding. As per intervention logic, the policy and institutional reforms as per the programme design serve as key cornerstones to sustainability.

The evaluation noted concerted efforts in the policy and practice of entrenching UNDP programming principles of gender and human rights in all project interventions. RBM was the key guiding principle in the design and implementation of the programme on justice, security and human rights, as demonstrated by elaborate results frameworks ingrained with robust monitoring and evaluation frameworks to track performance at global and national level.

Although the sentencing guidelines have not been enacted, the programme support has laid a foundation for faster adoption and application of these policy documents once enacted. This is because of the awareness creation the programme has supported among all the justice sector actors.

The programme’s potential to support medium- and long-term improvements in the population’s welfare indicators is evident. The integration of the international human rights principles in the justice delivery system coupled with the infrastructural improvements supported in correctional centres form the backbone of welfare improvement initiative for the inmates. Furthermore, the skills acquisition by inmates is a key tool for their socio-economic transformation during and after their sentence period.

The programme instituted deliberate actions to ensure cost effectiveness of the innervations. Although financial reporting was notably given adequate attention, the evaluation did not come across any cases of resource mismanagement. The programme financial management benefited from the streamlined UNDP and GoSL’s financial management systems. However, the omission of financial management component in the project documents raises serious concerns.

Despite some gaps in the design and implementation, the A2J and ROL programme was largely successful as it delivered nearly all its outputs save for the sentencing and bail policy that is pending enactment in parliament. Programme ranking on the OECD/DAC evaluation criteria is reflects good performance as summarized in the OECD/DAC ranking table below;

|  | **Rating**  **(1 low, 5 high)** | | | | | **Rationale** |
| --- | --- | --- | --- | --- | --- | --- |
|  | *1* | *2* | *3* | *4* | *5* | The programme’s potential to support changes in the beneficiaries’ welfare indicators is high. The programme supported infrastructural improvements in correctional centres, capacity strengthening of SLCS staff and the awareness creation about the international human rights principles coupled with institutional commitments to uphold the rights of inmates provide strong evidence for greater programme impact in the medium and long term with both females and male inmates benefitting from improved hygiene and sanitation across facilities refurbished and from the supply of essential drugs and medical items. However, the evaluation noted that the interventions limitedly addressed the health challenges relating to mental treatment and management. |
| **Impact** |  |  |  |  |  |
| **Sustainability** |  |  |  |  |  | Much as the programme design and implementation integrated the four pillars of sustainability, the lack of an exit plan and limited resources for continuous support of the justice sector puts programme sustainability at stake. Without prejudice to the programme achievements, the justice sector of Sierra Leone is still grappling with service delivery challenges that cannot allow the sector to be self-sufficient. |
| **Relevance/Design** |  |  |  |  |  | Programme conception, design and implementation was well informed by the beneficiary needs and the strategic direction of the justice sector institutions and its partners. As such, the programme was consistent with national priorities and the results framework of UNDP and the UN Family as enshrined in CPD and UNDAF respectively. Furthermore, the strategies employed to achieve the results were sound and appropriate. |
| **Effectiveness** |  |  |  |  |  | The programme largely achieved its output level targets. Much as the sentencing and bail policy and guidelines have not been enacted, the programme support has laid a strong foundation for attaining the set outcome level results. The well thought through intervention logic conveys hope for the achievement of the outcome results following the successful implementation of activities and realisation of the targeted outputs. |
| **Efficiency** |  |  |  |  |  | The programme was able to realize the planned financial resources. The output and activity-based budgeting are sufficient strategies for ensuring prudent use of resources while ensuring that the planned results are attained. The financial management was based on the UNDP and GoSL’s policies. However, the omission of the financial management arrangement in the project documents coupled with lack of emphasis on narrative and financial reporting are of significant concern in the efficiency analysis. |

## **4.2 Lessons learnt**

* The use of a multi-stakeholder WG is a critical factor for promoting effective participation, contribution and ownership of the interventions which strengthens sustainability.
* While bail procedures have been streamlined, the new changes have not been understood by many. There are still negative perceptions towards the justice chain institutions in respect to bail procedures. A key lesson to note is that the need for continuous engagements to effect positive mind-set changes remains critical for the realization of the desired results.
* The success of the skill building programme for the inmates greatly hinges on the availability of tools. It is therefore learnt that need for availing tools and strengthening the workshops remains paramount for the achievement of the corresponding programme results.
* Adopting lessons learnt and best practices provided an important corner stone to generate appropriate outputs for new interventions that support the programme results.
* Involvement of stakeholders during the design and implementation of interventions is very key to attract the buy-in and hence sustainability of the programme results. This is true to the involvement of judicial officers’ development bail and sentencing guidelines and JLTI curricula.
* Bail and sentencing policies and regulations could better be implemented if courts had ample facilities and logistics.

## **4.3 Best practices**

* Coordination and multi-stakeholder engagement (SLP, courts, SLCS, communities, students) through the JSCO including utilizing CSOs in sensitization programme about the bail and sentencing was an excellent way for comprehensive and sectoral effectiveness as well as efficient way in delivering results.
* The impact of improved inmate hygiene health and sanitation facilities in correctional facilities was a good practice in promoting the right to better health and environment that conforms to international standards of treatment of offenders.
* CMS/Justice App, bail regulations, inmates earning scheme are all good practices that could be harnessed and sustained.
* Inmates’ classification protocol was applauded as best practice although it still needs to be enhanced and strengthened.
* The Prison Court Model proved to be a good practice as it helped in decongesting correctional centres as well as dealing with case backlogs.
* Regular monitoring of programme interventions by CSOs believed to be neutral parties were good practices to enhance objective reporting and cooperation which are fundamentals to sustenance of results.

## **4.4 Recommendations**

**Six (6) key recommendations** underpin the outcome of this evaluation:

1. There is need for a **successor programme** to consolidate and build on the gains and successes so far made with both projects in order to address lingering gaps in the justice chain delivery systems and mechanisms (e.g. CMS consolidation and expansion, sector coordination and joint programming, M&E development and dissemination for improved sector programming).
2. There is need to improve on justice sector delivery processes with emphasis on supporting strides to improve information sharing and awareness on processes and support vulnerable to navigate both formal and informal justice system. This requirement is key considering that accessing information on judicial processes is a huge challenge out of the main cities, leaving people living in remote and isolated communities completely cut-off the mainstream of service delivery. This could be accompanied with deliberate steps at reducing the legal knowledge and representation gaps for women, girls and people living with disabilities and remote communities. In relation to process strengthening, the pending key project milestones, such as the setting and rolling out of the various committees (Judicial M&E, Bail and Sentencing Committee and Standards Inspection Departments within the SLCS), expanding the prison courts as well as aspects of child and gender justice joint programming, inmate classification. Targeting hard-to-reach communities nationwide with service delivery efforts while working with upstream institutions to enhance processes and institutional functioning for sustainability;
3. There is need to provide a targeted follow up support for the completion and passage of the numerous pieces of legislation pending enactment and which have been drafted with support or technical assistance from the project: the SLCS 2014 revised Act, the revised 1965 Criminal Procedure Act, the revised 1964 Correctional Rules, the draft Sentencing Regulations; including other pending bills that are yet to be worked on that could bring positive changes in the justice sector delivery. The new Project could make good use of the Technical Working Group approach which has brought so many successes in terms of legislation development in the country. This will require improved coordination and sector wide collaboration. Civil society engagement is to be deepened for advocacy in this area;
4. Coordination has been identified as a key strategic issue that needs strengthening in order to enhance sector collaboration, information sharing and sector wide joint programming and implementation. With the Justice Sector Reform Strategy and Investment Plan IV developed and in place, support to the JSCO in a strategic and sector wide approach could be a central piece in harnessing justice sector delivery. Support to the institution should not be limited to coordination efforts only but to interventions geared toward policy development, joint sectoral planning and implementation, M&E frameworks development and sector wide data dissemination. In fact, the JSCO should be the anchor point for sector wide interventions for institutional memory building and strides to sustain sector reforms.
5. CSOs work is central to enhancing demand side, accountability and oversight of interventions. Support should be driven toward key strategic issues rather than activity based. For example, support to legal aid service provision should be accompanied with discussions at national levels on policy implementation around legal aid, networking and policy reforms.
6. A new ROL programme should consider embarking on key sector policy development initiatives and work toward influence the discourse nationally around the subject matter. UNDP could make use of its strategic positioning and comparative advantage to achieve this. A bigger programme with key and strategic staff with an ambitious setting is to be considered if massive reforms are to bring about changes and longer-term benefits in the sector.

Annexes

Annex 1: Programme Intervention Logic/Theory of change

Justice and security sector delivery systems improved in compliance with international human rights principles

Resources: Finance, HR & Equipment

* Development of ToRs for the WG
* Support the WG to assess current sentencing and bail practices
* Support Exposure visit to a country that has recently successfully undertaken similar reforms.
* National consultations to inform development of policy
* Support development manual to inform the development of the sentencing guidelines
* Develop and adopt sentencing and revised bail Policy
* Support dissemination of policy
* Develop gender sensitive sentencing and bail guidelines
* Support consultation meetings on the policy
* Guidelines adopted by the mandated judicial authorities
* Development of training curricula for men and women, SOP and guidance notes
* Training programme for relevant officers on new policies and guidelines
* Training & informational programmes targeting civil society and community leaders
* Mentoring by international experts and practitioners on implementation
* Printing and distribution of guidelines
* Support for Needs Assessment& hiring national case Mgt & ITconsultant
* Acquire equipment & support case mgt trainings& create awareness

**Activities Results**

Promoting transparency in Sierra Leone’s Judiciary

Correctional facilities are decongested & equipped to provide services for inmate population to ensure reintegration to society

* Sentencing and bail guidelines produced
* Training modules developed and implemented
* Working Group is established on bail **&** sentencing issues
* A CMS is set-up and implemented
* Citizens are aware of the introduction of sentencing guidelines and their implications
* Support the SLCS & partners to draft the new Correctional Rules in compliance with international standards
* Human Rights Audit pilot (including South-South Cooperation
* Refurbishment of health infrastructure & development of Briefing Note for MIA to improve the health and wellbeing of Inmates
* Refurbishment of health infrastructure & development of Briefing Note for MIA to improve the health and wellbeing of Inmates
* Provide training to SCLCS counsellors and social workers to establish and implement treatment programs for the well-being and rehabilitation of inmates
* Support the SLCS to establish effective detainee/prisoner file & case management
* Pilot classification and assessment of inmates
* Bail/Case review through Prison Courts & legal aid
* Development of Accommodation Master plan
* Industry Master planning for rehabilitation and increased self-sufficiency of prisons

Case Mgt system in place in selected Correctional Facilities and effective processes are well-established to classify detainees

Capacity of the SLCS staff to uphold human rights of inmates improved

Promoting Institutional Reform of the Sierra Leone Correctional Services.

* Poor prison infrastructure
* Low corporate capacity to effectively manage prisons
* Collapsed justice systems and processes
* High human rights abuse of the inmates
* Poor sanitization & inadequate supplies
* Inadequate prison Act & the subsidiary legislation

**$ 1,498,176**

* Lack of a sentencing or bail policy as well as guidelines and inconsistencies in practice on bail and sentencing
* Legal framework provides inadequate guidance to judges and magistrates on judgments
* Judges and magistrates lack access to case precedents to guide them in judgment
* Lack of guidelines for application of non-custodial sentencing

**$ 1,500,000**

**Situational Analysis**

**RoL & A2J Projects**

**Project Activities**

**UNDAF/ CP Outcome**

* Lack of a sentencing or bail policy as well as guidelines
* Legal framework provides inadequate guidance to judges on judgements
* Judges lack access to case precedents to guide them in judgment
* Lack of guidelines for application of non-custodial sentencing
* Lack of a sentencing or bail policy as well as guidelines
* Legal framework provides inadequate guidance to judges on judgements
* Judges lack access to case precedents to guide them in judgment
* Lack of guidelines for application of non-custodial sentencing

* Poor prison infrastructure
* Low corporate capacity to effectively manage prisons
* Collapsed justice systems and processes
* High human rights abuse of the inmates
* Poor sanitization & inadequate supplies
* Outdated prison Act & the subsidiary legislation

Promoting transparency in Sierra Leone’s Judiciary

**$ 1,500,000**

Promoting transparency in Sierra Leone’s Judiciary

**$ 1,500,000**

Promoting transparency in Sierra Leone’s Judiciary

* Lack of a sentencing or bail policy as well as guidelines
* Legal framework provides inadequate guidance to judges on judgements
* Judges lack access to case precedents to guide them in judgment
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* Lack of a sentencing or bail policy as well as guidelines
* Legal framework provides inadequate guidance to judges on judgements
* Judges lack access to case precedents to guide them in judgment
* Lack of guidelines for application of non-custodial sentencing

## **Annex 2: Summary of programme performance**

**Project 1: Sentencing and Bail Project**

| **Outcomes/Outputs** | Activities/Actions | **Indicators** | **Baseline** | **Target** | **Outcome level Achievement & performance Notes (Implementation status of the actions and the results therefrom)** |
| --- | --- | --- | --- | --- | --- |
| CP Outcome: Justice and security sector delivery systems improved in compliance with international human rights standards |  | Sentencing and Bail Policy and Guidelines in place and consistently applied | 0 | 70% | Draft sentencing and bail policy pending enactment by parliament |
| **Output 1: Sentencing and Bail Policies and Guidelines are adopted by the mandated judicial authorities**  **Output 2: Sentencing/ bail guidelines are in place and consistently applied.** | **Activity Result 1.1: A Working Group is established on bail and sentencing issues, chaired by the Judiciary and sentencing and bail policies are adopted** | | | | |
| **Action 1.1.1:** Development of ToRs for the WG including mandate, membership and responsibilities with WG established early in the project cycle. | WG established (M/F) | No WG in place | WG in place comprised of Judiciary, Police, Prosecutors, Corrections and citizen representatives with strong female representation to lead process of development of sentencing policy and guidelines | * ToR adopted in July 2015 and was the driving force in ensuring progress and development as well as finalisation of the draft Bail and Sentencing Regulations and through the Chair of the WG presented the instruments to the justice chain institutions senior management and to the Rules of Court Committee (RoCC) |
| **Action 1.1.2:** Support the WG with international consultant and experts and conduct an assessment of current sentencing and bail practices for men and women including identification of the issues, challenges and key priorities being informed by a review of existing legislation, key precedents and best practices. | Assessment completed with sex disaggregated data | No assessment been undertaken of current legislation and practices | Assessment completed of current sentencing practice and manual developed (sex disaggregated data) | * International consultant hired to support the WG * Desk study by consultant finalised in January 2016 |
| **Action 1.1.3:** Exposure visit (preferably South/South engagement) to a country that has recently successfully undertaken similar reforms. | WG knowledge of the process of developing sentencing and bail reforms is enhanced |  | No WG in place | An exchange visit to the Judiciary of Ghana provided the WG members with an important opportunity to learn from their Ghanaian colleagues, as the Ghana Judiciary had finalised their own sentencing regulations in 2015. A key learning that later shaped the Sierra Leonean process was the recommendation to ensure passage of the guidelines into statutory instruments to ensure that they have legal force. |
| **Action 1.1.4**: National consultations including practitioners and court users (reaching out to women’s groups) initiated to inform development of policy | * Gender Sensitive Sentencing and bail Policy adopted | * No sentencing policy in place | M&E Framework established to track progress | * WG undertook 11 national consultations to understand public perception of bail and sentencing, prevalent practices as well as inform the development of the guidelines * WG chaired by Justice Browne-Marke, supreme court justice. 14 members, including 5 women, representing all targeted institutions and CSOs with thematic experience in justice and security |
| **Action 1.1.5:** Expert develops manual on key precedents, international law and best practices to inform the development of the sentencing guidelines |  |  |  | 2-year annual work plan (AWP) developed for the project, which then became 2.5 years |
| **Action 1.1.6:** Develop and adopt sentencing and revised bail policy |  |  |  | Bail regulations adopted by  parliament mid-2018 in line with international law and best practices while the CPA Bill and Sentencing Regulations are yet to be enacted. |
| **Action 1.1.7**: Outreach on Policies through briefings to media, key government departments, town hall meetings and radio airtime | General institutional and public awareness of Sentencing Policy enhanced |  |  | Media engagements are on course on 11 radio stations that tune in during the Justice hour programme. |
| **Activity Result 1.2: Sentencing and bail guidelines produced in partnership with Judiciary, Law Officers Department, Police and Legal Profession and outreach material developed and disseminated** | | | | |
| **Action 1.2.1**: Develop gender sensitive sentencing and bail guidelines under the leadership of the Judiciary including both general guidelines and for specific offences including transnational crimes | Guidelines completed and agreed by sentencing WG | No guidelines in place | * General guidelines developed to assist Judges in determining sentence tariffs. Guidelines will be gender sensitive.   Guidelines developed for a minimum of 7 offences | * Several provisions within the B&S regulations ensure for the protection of vulnerable persons in contact with the law including children, women, and primary caregivers * A key guideline provides for the removal of a custodial sentence for loitering, which is often used for intimidation of female street traders and commercial sex workers |
| **Action 1.2.2:** Consultation meetings on the draft guidelines comprising key stakeholders in the justice sector to ensure these are easily understood and of utility |  |  |  | * More than 1,200 participants (1/3 female, 2/3 male) including judicial staff, police, corrections, local government, paramount and district chiefs, unions, women’s representative and civil society were engaged on their knowledge. * Town hall meetings were held, several broadcasts live on local radio stations, to ensure broader reach of key messages on bail and sentencing. |
| **Action 1.2.3**: Guidelines adopted by the mandated judicial authorities |  |  |  | * Guidelines are draft stage. |
| **Output 2.1: Training modules developed and implemented with selected Police Investigators, Judges, Prosecutors, Registrars, Defence Counsels and Civil Society** | | | | |
| **Action 2.1.1:** Development of training curricula for men and women by SL Govt, including SOPs and guidance notes on utilizing the guidelines. | Training modules completed and approved by WG | Practitioners including Judiciary have not received training on guidelines. | Practitioners including Judiciary are aware of guidelines including their application in the Courts | JLTI developed their first core curricula comprising of key subjects (judicial ethics, judge craft, bail, sentencing, and M&E)   * 10 judges and 5 magistrates (10 male, 5 female) certified as trainers, allowing for a later roll-out of the new curricula to the whole judiciary |
| **Action 2.1.2:** Training programme for Judges, Magistrates, Registrars, Police, LOD staff and Defence Counsels (M/F) on new policies and guidelines | Resource materials including SOPs and guidance notes approved by WG |  |
| **Action 2.1.3:** Training & informational programmes targeting civil society and community leaders | No. and % (M/F) of Judges, Registrars Prosecutors, Lawyers, Police, Parliamentary Oversight Committee and Civil Society who have successfully completed training programmes |  |  | * Separate curriculum on the B&S regulations developed for justice chain actors * 39 (14 female, 25 male) legal practitioners from SLP, LAB, Law Officers Department, SL Bar Association and CSOs trained. * SLP rolled out the same curricula for 550 (55 female) officers from police prosecution, legal department, Complaint Discipline and Internal Investigations Department (CDIID), and (FSUs * LAB held the same training for 170 lawyers (60 female), paralegals, and community leaders. |
|  | **Action 2.1.4:** Mentoring by international experts and practitioners on implementation | Courts where sentencing guidelines introduced are functioning with sentencing decisions being applied with increasing uniformity |  |  | Consultants were engaged to provide guidance at various stages of the programme implementation. |
|  | **Action 2.1.5:** Printing of guidelines and distribution of guidelines (as well as explanatory documents) nationally | Improvement in respect for procedures and due practice noted |  |  | Completed and disseminated |
| **Output 2.2: A CMS is set-up and implemented in Judiciary HQ and selected regions to ensure for better management and monitoring of the uniform application of the Sentencing Guidelines and Policies** | | | | |
| **Action 2.2.1:** Needs Assessment finalised together with development partners and respective commitment and support clarified | * Baseline / Needs assessment is finalized | * Partial tracking and CMS currently in place | Electronic CMS in place and able to track uniformity in application of Sentencing and | * Two individual needs assessments were completed in early 2016 |
| **Action 2.2.2:** Hiring of a national case management and IT consultant expert to set-up and implement the context-relevant and cost-effective CMS | * Equipment is in place |  | Bail Polices and Guidelines | * IDTLABS were hired to develop the CMS, the Justice App |
| **Action 2.2.3:** Training by national expert of key Judicial staff to operate and apply the CMS | * Judicial staff capacitated to manage the CMS |  |  | * 58 judges and magistrates, and 3 registrars were trained in December 2017 on how to use the Justice App |
| **Action 2.2.4:** Equipment in place in selected Courts where guidelines will be in place to facilitate implementation and oversight of the process | * Reliable case data is available |  |  | * 75 Samsung Galaxy tablets placed in selected courts * UNDP procured internet data bundles to sustain the system in the provinces * Mobilocks were also purchased to ensure the tablets can only be used to host the Justice App |
| **Action 2.2.5:** Final report developed by the National expert consultant with recommendations on a way forward to implementing the CMS nationwide |  |  |  | Report was prepared and shared by the consultant |
| **Output 2.3: Citizens are aware of the introduction of sentencing guidelines and their implications** | | | | |
| **Action 2.3.1:** Informational materials, e.g. briefings, posters and flyers developed on new guidelines targeting media, court users also with low literacy levels and citizens and distributed to Courts, Police Stations, legal aid offices | Court monitoring data reflect the increase in knowledge on the sentencing guidelines amongst court users | * Currently, there are only sentencing guidelines for SGBV offences and no or little knowledge of the importance of sentencing guidelines | Practitioners, (beneficiaries) and citizens using the justice system are aware of the new guidelines including their application in the Courts | * Public relations office established * Between 25-30 press releases and articles released in relation to the project * Informative briefs drafted for WhatsApp groups * Weekly radio discussions aired on Radio Democracy 98.1 * Two teleconferences with Senior communications director of the International Judicial Service Commission * Local media company recruited to help develop key informational material on the new B&S regulations for courts, government institutions, universities, schools and public billboards. * 8 jingles produced in local languages to be aired following the elections |
| **Action 2.3.2:** WG will actively communicate news on the policy and guidelines on radio as well as to the other INL project partners |  |  |  | Though policy and guidelines are not yet finalized, adequate media engagements are available to popularize them. |

**Project 2: From Prisons to Corrections**

| **Outcomes/Outputs** | **Activities/Actions** | **Indicators** | **Baseline** | **Target** | **Outcome level Achievement & performance Notes (Implementation status of the actions and the results therefrom)** |
| --- | --- | --- | --- | --- | --- |
| CP Outcome: Justice and security sector delivery systems improved in compliance with international human rights standards |  | Sentencing and Bail Policy and Guidelines in place and consistently applied | 0 | 70% | Bail and sentencing regulations successfully developed and approved by parliament. Implementation across the country is currently ongoing. |
| Output 1 – Institutional capacity of Correctional Facilities is improved in accordance with international human rights standards for inmates and staff | **Activity Result 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 | * Effective system put in place for tracking detainees * # correctional staff trained to operate system (pre- and post-tests) | Basic file management system in some correctional facilities and basic training provided to 10 Correctional Officers; | * By September 2018, a CMS is in place across correctional centres;   100 staff (30% F) trained to operate the system and to train counterparts where necessary; | - IDTLABS consultancy firm recruited for the CMS and the Fix Solutions have an agreement on a single-entry point CMS in all correctional centres.  - Case management presently being rolled out to SLCS staff and will be completed by June 2019 |
| 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 | #Inmates classified and assessed in four (4) pilot facilities with guidelines established; | No classification or assessment of inmates carried out and no guidelines in place. | Pilot classification and assessment program carried out in four (4) Correctional Centres; | The Classification Protocol was developed and correctional officers were trained in how to determine security risks, rehabilitation, and treatment options for inmates based on their needs. |
| **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. | * % change in Correctional Centres population during project period. * #Correctional Officers and sentenced prisoners certified | * Present estimated capacity of Correctional Services is 189 * 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. | * 10% reduction in prison population as a result of bail review and legal aid assistance; | * An estimate of 1,200 inmates nationwide have appeared before the court and had their cases dealt with. * 424 indictments were served. * The prison courts contributed to reducing decongestion of cases * Unsentenced population fell from 57% in 2015 to 47% in 2018. |
|  | Action 1.2.2.: Development of Accommodation Master Plan. |  |  |  | The accommodation master plan has been finalised and refurbishment has been completed in 7 out of 8 centres.  It is anticipated that the refurbishment of the Waterloo facility will be completed by June 2019. |
| Action 1.2.3.: Industries plan for inmates produced and pilot phase implemented including equipping workshops, training inmates, setting up inmate earning scheme and tracking success/profit | * # skills training facilities established/refurbished; * #inmates engaged in production and earning scheme; profit/savings for prisons | * Limited industry available to inmates who are most time idle. | * 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. | * Pilot developed aiming to reduce correctional centre costs, make centres 50% self-sufficient, make productive use of inmates’ time and allow them to earn an income * 19 centres have some level of skills training facilities * 250 bank account have been set up in Kenema for inmates. * Mafanta, Kenema, Bo, Kono have begun an agricultural programme for inmates. |
| Output 2: Capacity of SLCS staff strengthened to ensure the welfare of inmates and the safety and security of society | **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 and train officers for implementation | New Correctional Rules developed | Archaic prisons rules still in place but process of drafting new correctional rules started with methodology agreed but additional resources and expertise required; | New correctional rules developed and consistently applied by the SLCS | Through the establishment of a WG, the review of Correctional Services Act and Prison Rules 1961 was complete in accordance with international human rights standards (Mandela Rules and Bangkok Principles).  Both instruments submitted to the legal drafting office at the Ministry of Justice |
| 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 | # correctional facilities benefitting from human right audit exercise; | No basic human rights audit conducted; | 4 correctional facilities are audited; | 1 human rights action planning workshop and 2 follow up audits have taken place since project inception (in partnership with Raoul Wallenberg Institute)   * 19 correctional centres benefit from follow up HR audit * 51 officers overall attended the workshops * Notable areas improved: better visiting hours, better filing system, key and lock control, small scale vocational training, improved contact with outside world, admission medical examinations, cleanliness and access to education. |
| Action 2.1.3. Health and Wellbeing of Inmates improved | % inmates having access to basic health care services within Correctional facilities; | Limited access to healthcare by inmates especially vulnerable and adamant the poor; | 70 % of inmates have access to improved healthcare services within 7 correctional facilities; | * 1,261 inmates have access to improved healthcare services * Renovations in 8 facilities designed to improve the health and wellbeing of inmates; installation of water tanks, septic tanks, wells, ventilation points, improved lighting, roof repairs, and construction of kitchen facilities |
| Action 2.1.4. Provision of healthcare equipment to prison clinics |  | Lack of infrastructure and basic materials and equipment for the provision of primary healthcare; | Capacity and skills of 40 staff improved in human rights approaches to healthcare and treatment of inmates; | * Mandatory health assessments upon arrival at all centres. * Improved health facilities include substantial laboratory in Kenema |
| Action 2.1.5. Provide Training to SLCS Counsellors and Social Workers to establish and implement Treatment Programs for the wellbeing and Rehabilitation of Inmates | # new counsellors and social workers recruited and capacitated for the reformation and rehabilitation of inmates; | Limited number of dedicated counsellors and social workers in place to assist in reformation and rehabilitation of inmates; | 30 counsellors and 30 social workers recruited and capacitated for the reformation and rehabilitation of inmates. | * 30 counsellors and social workers trained and capacitated to support the delivery of psychosocial services to inmates marking a major structural improvement within the SLCS * Earning scheme policy finalised |

## **Annex 3: Evaluation Matrix**

| Relevant evaluation criteria/ Key Questions | Specific information required | Data  Sources | Data collection  Methods/Tools | Indicators/ Success  Standard | Methods for Data  Analysis |
| --- | --- | --- | --- | --- | --- |
| **Validity of the Design and Relevance: The extent to which the Project activities matched the priorities and policies of the target group, recipient and donor** | | | | | |
| Did the Project respond to the real needs of the beneficiaries? Were the planned project objectives and intended results (i.e. outputs and outcomes) relevant and realistic to the situation and needs on the ground? Were the problems and needs adequately analysed? | * The specific needs which the two projects were designed to address * The degree of consistence between the problem indicators on one hand and project objectives and desired results on the other * Stakeholders’ opinions on the relevance of the projects * Strengths, weakness of and gaps in the problem identification and analysis process * Sufficiency of the designed interventions in responding to the analysed problem. * Specific strategies employed to ensure relevance * Actionable recommendations to enhance programme relevance in future | * Project document * Programme staff * Programme beneficiaries * Needs assessment reports * Any other baseline reports * National development document (AfP, strategic plans etc) | * Desk review * Key informant interviews * FGDs | * The strengths, weaknesses of and gaps in the projects’ ToC * Key lessons learnt * Evidence-based recommendations for enhanced programme relevance generated | Thematic and content analysis |
| Was the Project designed in a flexible way to respond to changes / needs that could occur during the implementation? | * Specific changes that have occurred during the course of programme implementation * Evidence on how such changes have been responded to in the programme * Effect of both the changes and corresponding responses on the quality of implementation * Specific strategies employed to ensure flexibility of the project design and implementation. * Strengths, weaknesses of and gaps in the adopted strategies above | * Minutes of the Project steering committee * Project staff * Progress reports * Project beneficiaries | * Desk review * Key informant interviews * FGDs | * Evidence for the adoption of adaptive management in programme implementation * Key lessons learnt * Generated recommendations for enhanced adaptive management | Thematic and content analysis |
| Recommend (provide problem solving recommendations) specific objectives that should be addressed in future if the project was continued or components to be carried on in a subsequent programme. | * Specific aspects (causes & effects) of the problem that have not been sufficiently addressed * Unintended and negative effects of the project that are worth addressing * New and emerging trends in the problem | * Progress reports * Project staff * Project beneficiaries * Other needs assessment reports * National development documents | * Desk review * Key informant interviews * FGDs | * Evidence-based recommendations generated | Thematic and content analysis |
| **Effectiveness: the extent to which the Projects activities have attained its objectives** | | | | | |
| What were the development results (i.e. against planned outputs and outcomes) of interventions, considering the institutional development of the local and relevant national partners? | * The level of variation between the planned and actual outputs and outcomes * Factors responsible for the observed level of variation * Lessons learnt | * Project documents * Baseline/Needs assessment reports * Progress reports * Project staff & beneficiaries * Field visits | * Desk review * Key informant interviews * FGDs * Direct observations | * Project achievements at output and outcome levels * Key lessons learnt * Recommendations for enhanced results in future | * Comparative analysis of the planned and actual results using quantitative data from reports * Thematic & content analysis |
| Which aspects of the Projects had the greatest achievements? What were the supporting factors? What are the main lessons learned from the partnership strategies and what are the possibilities of replication and scaling-up? How can the Project build or expand on achievements? | * The specific project actions and outputs that were most/least successful * Specific project strategies that consistently yielded superior results (best practices) * Specific factors (external and/or internal) that have affected performance * Specific lessons and recommendations worth deriving from the programme implementation experience | * Progress reports * Project staff & beneficiaries * Field visits | * Desk review * Key informant interviews * FGDs * Direct observations | * Stock of accomplishments under each output. * Lessons and recommendations drawn | * Comparative analysis of the planned and actual results vis-à-vis baseline values * Thematic & content analysis |
| To what extent UNDP‟s strategy, such as on partnerships or inter-programme collaboration, affected the efficiency of the interventions? What has been the added value of this partnership and collaboration? | * The structure and implementation of the partnership strategy * Strengths, weaknesses of and gaps in the strategy | * The partnership strategy document * UNDP senior management staff * Programme staff * Other partners in the programme * Memorandum of Understanding (MoU) * Minutes of PSC meetings | * Desk review * Key informant interviews * Self-assessment tool ***(in case some partners are not easily accessible)*** | * The efficiency gains of the partnership strategy * Lessons and recommendations drawn | Thematic and content analysis |
| How have stakeholders been involved in Project implementation? How effective has the Project been in establishing ownership? | * Specific stakeholders that have played an active role in programme implementation * Specific role played by each stakeholder * Evidence for successful establishment of project ownership * Strengths, weaknesses of and gaps in the stakeholder participation arrangement in project implementation. | * Partnership strategy * Progress reports * Selected stakeholders * Programme staff at management and implementation levels | * Desk review * Key informant interviews * Self-assessment tool ***(in case some partners are not easily accessible)*** | Specific contribution of each stakeholder in the project implementation | Thematic and content analysis |
| To what extent has the project generated positive changes in the lives of targeted (and untargeted) women and girls in relation to the specific forms of violence addressed by the project? | * Specific changes created by the project disaggregated by gender * Whether the observed changes were intended or not * Required strategies to address the unintended negative changes | * Project documents * Programme staff & beneficiaries * Progress reports | * Desk review * Key informant interviews * FGDs | Stock of intended and unintended, positive and negative changes attributed to the project | Thematic and content analysis |
| How has the role of UNDP added value to the project? If found relevant, how and in what areas should it be improved? | * UNDP’s role in the programme * Stakeholder perception of the efficacy of UNDP’s role in the programme * Gaps and weaknesses in the way UNDP has played its role in the project | * Project documents * Programme staff & beneficiaries * Progress reports | * Desk review * Key informant interviews * FGDs | * UNDP’s significance in programme implementation * Recommended strategies for UNDP’s enhanced significance | Thematic and content analysis |
| To what extent was the project successful in advocating for legal and policy change towards increased respect for the rule of law and enhanced access to justice with a focus on protecting women’s rights and promoting gender equality? In case the project was successful in setting up new policies and or laws, is the legal and policy change likely to be institutionalized and sustained? | * Specific laws and policies formulated and/or reviewed with the project support * Perceived and/or actual effect of the changes in policies and laws on gender equality and access to justice * Other advocacy engagements supported by the project * Persisting gaps in promoting gender equality and access to justice | * Public opinion survey reports * Programme reports * Programme staff & beneficiaries | * Desk review * Key informant interviews * FGDs | * Evidence for enhanced access to justice and gender equality as a result of the programme * Recommended strategies for addressing the persistent gaps in promoting gender equality and access to justice | Thematic and content analysis |
| **Effectiveness of management arrangements and efficiency of resource use: Efficiency will measure the Project outputs -- qualitative and quantitative -- in relation to the inputs.** | | | | | |
| Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve the relevant outputs of the projects? Have resources been used efficiently? | * Resource-based implementation challenges faced * The effect of such challenges (if any) on programme implementation * Specific strategies employed to ensure efficient use of resources * Strengths, weaknesses and gaps in these strategies | * Resource mobilization strategy * Financial and narrative progress reports * Programme staff * Minutes of management meetings | * Desk review * Key informant interviews | * Evidence for efficient use of resources * Recommendations for enhanced efficiency derived. | Thematic and content analysis |
| Were management capacities adequate? | * Specific capacity gaps experienced during programme implementation * Causes and effects of such gaps on the programme results * Strategies for addressing capacity gaps in future programmes | * Programme staff * Capacity assessment reports | * Desk review * Key informant interviews | * The strengths and weaknesses in the management capacity and their effects on the level of programme success. * Lessons learnt & recommendations | Thematic and content analysis |
| Assess the criteria and governance aspects related to the selection of beneficiaries and partners institutions, including NGOs. | * The strengths and weaknesses of the beneficiary and partner selection criteria * Effect of the above strengths & weaknesses on the selection of most appropriate beneficiaries and partners * Required improvements in the selection criteria | * Selection criteria * Programme staff & beneficiaries | * Desk review * Key informant interviews | * The degree of robustness of the beneficiary and partner selection criteria * Lessons learnt * Recommended improvements | Thematic and content analysis |
| **Sustainability: extent of activity/results continuity beyond the programme funding period.** | | | | | |
| To what extent were sustainability considerations considered in the execution and conduct of the projects’ activities? Was there an exit strategy and, if so, what steps have been taken to ensure sustainability and to what extent the exit strategy was successfully implemented and why? | * The presence and structure of an exit strategy * Implementation status of the exit strategy * Strengths, weaknesses and gaps of the exit strategy * Other sustainability measures undertaken | * Project documents * Exit strategy * Programme staff & beneficiary institutions | * Desk review * Key informant interviews * FGDs | * The extent to which the key pillars (participation, ownership, contribution & capacity) have been integrated in the project design & implementation | Thematic and content analysis |
| Are the Project results, achievements and benefits likely to be durable? Are these anchored in national institutions and can the partners maintain them financially at the end of the Project? | * Evidence for the possible sustainability of programme results * Opportunities and threats to programme sustainability * Strategies for enhanced sustainability | * Gov’t policies and institutional framework * Project staff & beneficiary institutions | * Desk review * Key informant interviews * FGDs | * Likelihood of programme sustainability * Recommendations for enhanced sustainability | Thematic and content analysis |
| Can the Project approach and results be replicated and scaled up by national partners? | * Evidence for the viability of replicating and scaling up the approach * Opportunities and obstacles to successful replication and scalability of the project approach | * National partners * Institutional framework | * Desk review * Key informant interviews * FGDs | * Possibility of replicating the project approach | Thematic and content analysis |
| To what extent were coordination mechanisms developed to strengthen coordination between IPs and between and between IPs and donors at national level? | * The presence and structure of coordination mechanisms * Strengths and gaps in the coordination mechanisms * Required improvements | * UNDP management level staff * Programme staff * IPs * Donors | * Key informant interviews * Desk review | * Efficacy of coordination mechanisms * Advise enhanced coordination in future programmes | Thematic and content analysis |

## **Annex 4: Data collection tools**



**Rule of Law Programme Evaluation**



**Key Informant Interview/FGD Guide**

**UNDP & Implementing Partners**

Project Name:…………………………………………… …………

Stakeholder Category……………………………………………………

Name of Institution……………………………………………………….

Position of the respondent in the Institution…………………………………………….

Institution’s general Mandate………………………………………………………….

Specific role/benefit of the institution in/from the project………………………………

Interview Date…………………………………………….

Interview start time …………………………… End Time………………………

Interview No …………………………………….

Interview conducted at ………………………………………………….

Respondent’s Contact info: email……………………………Tel: …………………...

Interview Conducted By…………………………………………………………

**Introduction**

* Self-introduction
* Background of the project being evaluation
* Purpose of engagement/ interview and how long it is expected to last
* How the respondent was select
* Obtain consent

**Theme 1: Programme/project Concept & design**

* Institution’s role at the design stage of this programme
* Institution’s role in the implementation of this programme
* Programme/project identification process
* Programme relevance
* Extent to which the project addressed the needs of beneficiaries
* Strategies adopted to enhance project relevance
* Weaknesses & gaps in project relevance
* Key lessons and best practices in enhancing project relevance
* Sufficiency of the designed interventions in responding to the analysed problem.
* Problem indicators that have been sufficiently addressed
* Problem indicators that have not been sufficiently addressed
* New trends in the problem that require redress
* Other issues in the conceptualization and design of the project

**Theme 2: Project implementation**

* Strengths, weaknesses and gaps in the project’s implementation modality
* Evidence for the integration of adaptive management in project implementation
* Factors that have affected project implementation
* Internal
* External
* Effect of these factors on quality implementation
* Stakeholder involvement in project implementation
* Extent of stakeholder involvement
* Specific avenues for stakeholder involvement
* Benefits of stakeholder participation in project implementation
* Viable strategies for enhanced stakeholder involvement in project implementation in future
* Beneficiary and partner selection criteria
* Presence of and level of adherence to clear selection criteria
* The strengths and weaknesses of the beneficiary and partner selection criteria
* Effect of the above strengths & weaknesses on the selection of most appropriate beneficiaries and partners
* Required improvements in the selection criteria
* Partnership strategy
* Structure, strengths, weaknesses and gaps
* Efficiency gains from the adopted partnership strategy
* Lessons learnt and best practices in partnership
* Recommendations for partnership strengthening in future projects

**Theme 3: Project effectiveness**

* Key project achievements
* Output level results (target vs actual)
* Outcome level results (intended vs unintended)
* Output-outcome linkages
* Project components under which great/weak results have been achieved and why
* Viable strategies for expanding or accelerating the results
* Evidence for gender mainstreaming in the project results
* Extent to which the project objectives have been achieved
* Factors that have affected the project results
* Facilitators
* Inhibitors
* Key lessons learnt
* Overall contribution of the project results towards the achievement of UNDAF and UNDP CP outcomes

**Theme 4: Project efficiency**

* Adequacy of project resources (Funds, personnel & time)
* Effect of the availed project resources on the achievement of the desired results
* Evidence for the economical use of project resources
* Success and failures of the adopted strategies to achieve cost effectiveness of project implementation
* Specific strategies adopted
* Strengths
* Weaknesses
* Lessons learnt and best practices
* Recommendations for enhanced project efficiency in future
* Adequacy of project management capacity
* Specific capacity gaps experienced during programme implementation
* Causes and effects of such gaps on the achievement of the project results
* Strategies for addressing capacity gaps in future programmes

**Theme 5: Programme sustainability**

* The presence and structure of an exit strategy
* Implementation status of the exit strategy
* Strengths, weaknesses and gaps of the exit strategy
* Other recommended sustainability enhanced measures
* Level of success in mainstreaming participation, ownership, contribution and capacity strengthening in the project
* Lessons learnt and best practices in sustainability enhancement

**Theme 6: UNDP programming principles**

* Integration of key cross-cutting issues in the project design and implementation.

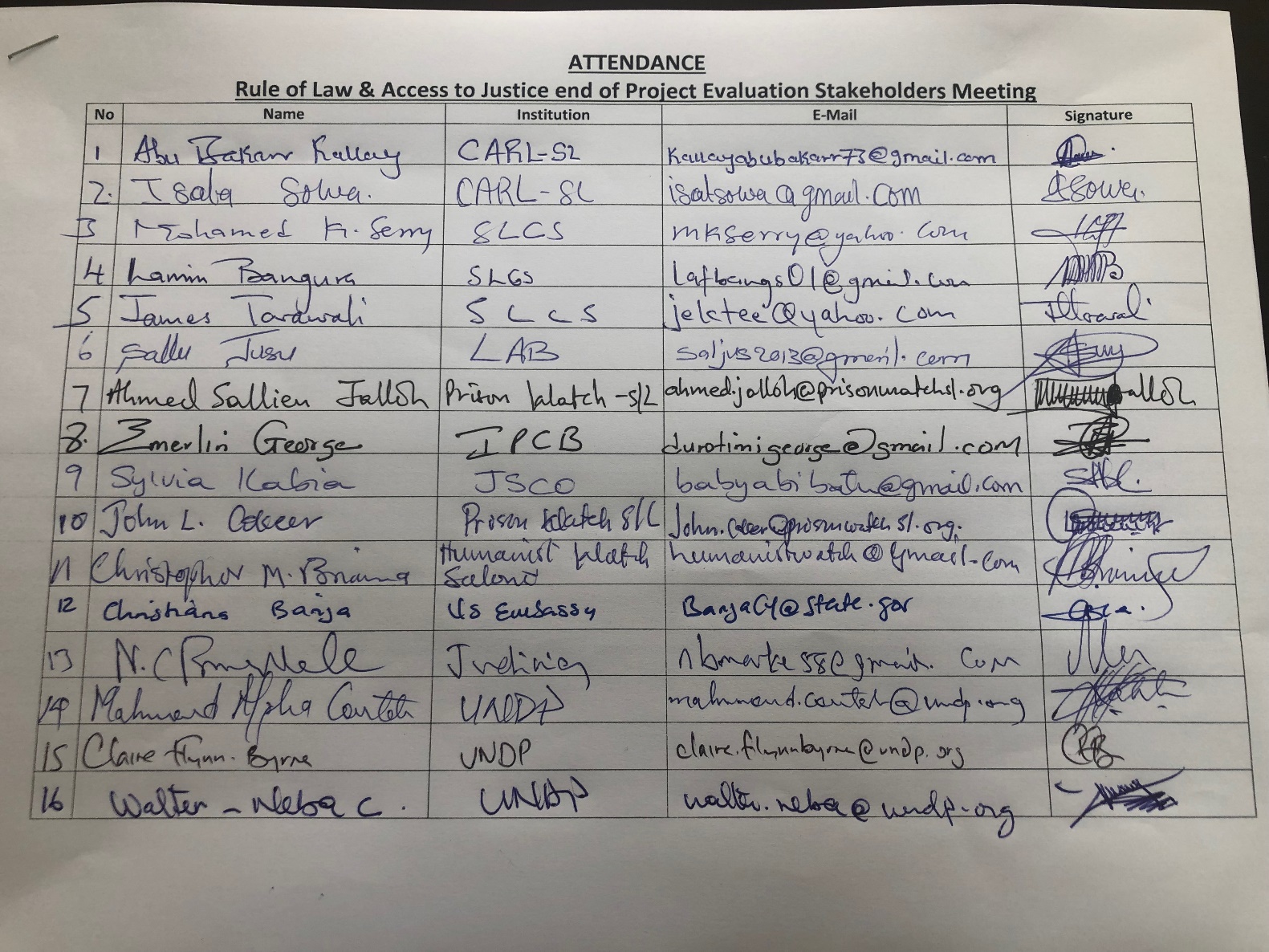
1. Gender equality & women empowerment
2. RBM
3. Human rights
4. Local capacity building

* Gaps in the integration of the above cross cutting issues in project design & implementation
* Recommended strategies for enhanced integration of UNDP’s key programming principles

## **Annex 5: List of evaluation participants**

|  |  |  |  |
| --- | --- | --- | --- |
| **Names** | **Position** | **Institution** | **Email** |
| Samuel G. Doe | Resident Representative | UNDP Sierra Leone | [Samuel.doe@undp.org](mailto:Samuel.doe@undp.org) |
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| Claire Flynn-Byrne | Rule of Law and Reporting Officer | UNDP Sierra Leone | [claire.flynnbyrne@undp.org](mailto:claire.flynnbyrne@undp.org) |
| Josephine Scott-Manga | Program Specialist – Governance Cluster | UNDP Sierra Leone | [Josephine.scott-manga@undp.org](mailto:Josephine.scott-manga@undp.org) |
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| Christiana Banja | Political Assistant | USA Embassy | [christianaCY@state.gov](mailto:christianaCY@state.gov) |
| Sonia Gilroy | Adolescent Sexual and Reproductive Health Program Specialist | UNFPA Sierra Leone | [Gilroy@unfpa.org](mailto:Gilroy@unfpa.org) |
| Betty Alpha | Gender Officer | UNFPA Sierra Leone | [balpha@unfpa.org](mailto:balpha@unfpa.org) |
| Nasal Millicent Kamara | Child Protection Specialist – Justice for Children | UNICEF Sierra Leone | [nkamara@unicef.org](mailto:nkamara@unicef.org) |
| Mary Foday | Program Analyst | UN Women Sierra Leone | [Mary.foday@unwomen.org](mailto:Mary.foday@unwomen.org) |
| Joseph B.M Kamara | Executive Secretary | Human Rights Commission of Sierra Leone (HRCSL) | [benmaking@yahoo.com](mailto:benmaking@yahoo.com) |
| Hon. Justice Desmond B. Edwards | Chief Justice | Judiciary of Sierra Leone | [Desbabs47@gmail.com](mailto:Desbabs47@gmail.com) |
| Justice Nicholas C. Browne-Marke | Justice of the Supreme Court/Chair Bail and Sentencing WG | Supreme Court of Sierra Leone | [nbmarke58@gmail.com](mailto:nbmarke58@gmail.com) |
| Justice E.E Roberts | Justice of Supreme Court and Chair of the JLTI | Supreme Court of Sierra Leone | [robbieeku@yahoo.com](mailto:robbieeku@yahoo.com) |
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| Ashratu V Turay | Nutritionist | SLCS | 076626211 |
| Mathew S Yothie | Principal Accountant | SLCS | 078800207 |
| Joseph Manley | Health (W/A) | SLCS | 076631642 |
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| Kingston King | Deputy OIC | Makeni Correctional Centre | 099390896 |
| Peter Brima Gogra | Magistrate | Bombali/Makeni | 078905634 |
| ASC Ahmadu Kamada | Second in Command | Mafanta Correctional Centre | 077909638 |
| Ibrahim Yillah | Magistrate | Kono Magistrates Court | 078744411 |
| Ibrahim F Mansang | Defence Counsel | Legal Aid Board KONO | 076719463 |
| Abdul K. Turker | Bailiff | Kono | 075876903 |
| Mahmoud Koroma | Chief Prosecutor | Kono | 077366878 |
| Nathaniel Gbonie | Clerk | Kono | 077852611 |
| Patrick Kabia | Sgt Prosecutor | Kono | 088459374 |
| James Micheal Tommy Williams | Officer | Kono Correctional Centre | 099202933 |
| 1977 Icco Conteh H.S | Nurse in Charge | Kono Correctional Centre | 030019033 |
| Peter M. Kamara | Administrative Head Judicial Affairs - East | Kenema Magistrates Court | 076669000 |
| Hauna Haku | Court Clerk | Kenema Magistrates Court | 078773106 |
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| Francis Bindi | Assistant Administrative Officer/Finance | HUWASAL | 078432214 |
| Martha Williams | Administrative Officer/Finance | HUWASAL | 078548614 |
| John Ansu Lubeni | Community Engagement Officer | HUWASAL | 078437826 |
| Emmanuel J. Mambu | Community Engagement Officer | HUWASAL | 079212605 |
| Bainda Francis | Court Monitor | HUWASAL | 078637154 |
| Hawa Sallay | Internship | HUWASAL | 076141277 |
| Santigie Bangura | Magistrate | Bo Magistrates Court No. 2 | 076824143 |
| Brima Tomboyeke | Court Clerk | Bo Magistrates Court No. 2 | 076784871 |
| Momodu Sillah | OIC Bo Male Correctional Centre | Bo Male Correctional Centre | 078470637 |
| Aruna Moriba | Regional Staff Officer - South | Bo Male Correctional Centre | 079879279 |

## **Annex 6: Validation workshop participants**



1. Project document- Promoting Transparency in Sierra Leone’s Judiciary [↑](#footnote-ref-1)
2. UNDAF programme and document and Strengthening Rule of Law, Security and Human rights in Sierra Leone [↑](#footnote-ref-2)
3. Project document- Strengthening Rule of Law, Security and Human rights in Sierra Leone [↑](#footnote-ref-3)
4. Ibid [↑](#footnote-ref-4)
5. Interview with Fatmata Claire Carlton-Hanciles- Executive Director- Sierra Leone Legal Aid Board [↑](#footnote-ref-5)
6. Inmate classification protocol Orientation Guidebook, Freetown, Sierra Leone 22 March 2018. [↑](#footnote-ref-6)
7. Interview with Ibrahim Tommy Executive Director for the Centre for Accountability and the Rule of Law- a grantee of UNDP [↑](#footnote-ref-7)
8. Project documents- Promoting transparency in Sierra Leone’s judiciary, Strengthening Rule of Law, Security and Human rights in Sierra Leone and Promoting Institutional Reform of the Sierra Leone Correctional Services [↑](#footnote-ref-8)
9. The Government of Sierra Leone (2013). The agenda for prosperity the road to middle income status; Sierra Leone’s Third generation Poverty Reduction Strategy Paper(2013-2018). [↑](#footnote-ref-9)
10. Ibid [↑](#footnote-ref-10)
11. Ibid [↑](#footnote-ref-11)
12. Agenda for Prosperity (A4P) 2013-2018 [↑](#footnote-ref-12)
13. Project document - Strengthening Rule of Law, Security and Human rights in Sierra Leone [↑](#footnote-ref-13)
14. Promoting Transparency in Sierra Leone’s Judiciary [↑](#footnote-ref-14)
15. Ibid [↑](#footnote-ref-15)
16. Ibid [↑](#footnote-ref-16)
17. From Prisons to Corrections: Promoting Institutional Reform of the Sierra Leone

    Correctional Services [↑](#footnote-ref-17)
18. Interview with Court Monitor-HUWASAL [↑](#footnote-ref-18)
19. ProDoc: Promoting Transparency in Sierra Leone’s Judiciary [↑](#footnote-ref-19)
20. Bail and Sentencing project progress report (July-September 2015) [↑](#footnote-ref-20)
21. Bail and Sentencing project progress report (July-September 2016) [↑](#footnote-ref-21)
22. Interview with the Executive Director CARL [↑](#footnote-ref-22)
23. Legal Aid Board-making justice accessible to all: cumulative data 15th September 2015-31st March 2019 [↑](#footnote-ref-23)
24. Bail and Sentencing project completion report. [↑](#footnote-ref-24)
25. Ibid [↑](#footnote-ref-25)
26. Bail and Sentencing project completion report. [↑](#footnote-ref-26)
27. Prisons to Corrections project completion report. [↑](#footnote-ref-27)
28. Prisons to Corrections project document. [↑](#footnote-ref-28)
29. Prisons to Corrections project completion report [↑](#footnote-ref-29)
30. It states that inmates “should have living conditions which are compatible with human dignity and should not aggravate the suffering already caused by the loss of liberty” [↑](#footnote-ref-30)
31. 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”. [↑](#footnote-ref-31)
32. Prisons to Corrections project completion report. [↑](#footnote-ref-32)
33. Inmate Classification Protocol (June 2018). [↑](#footnote-ref-33)
34. Basic Principles for the treatment of prisoners. United Nations General Assembly Resolution 45/111 of 1990. [↑](#footnote-ref-34)
35. Prisons to Corrections project completion report. [↑](#footnote-ref-35)
36. Prisons to Corrections project progress report (Oct-Dec 2018) [↑](#footnote-ref-36)
37. UNDAF outcome 7 (b). [↑](#footnote-ref-37)
38. Mo Ibrahim Index reports 2015 & 2018. [↑](#footnote-ref-38)
39. Interview with HUWASAL [↑](#footnote-ref-39)
40. Interview with HUWASAL [↑](#footnote-ref-40)
41. From Prisons to Corrections: Promoting Institutional Reform of the Sierra Leone Correctional Services”9th (Cumulative) Quarterly Progress Report 1st October – 31st December 2018 [↑](#footnote-ref-41)
42. Ibid [↑](#footnote-ref-42)
43. Projects Documents of the two ROL projects. [↑](#footnote-ref-43)
44. Project completion reports. [↑](#footnote-ref-44)
45. Project document - Strengthening Rule of Law, Security and Human rights in Sierra Leone [↑](#footnote-ref-45)
46. Ibid [↑](#footnote-ref-46)
47. Ibid [↑](#footnote-ref-47)
48. ProDoc: From Prisons to Corrections: Promoting Institutional Reform of the Sierra Leone Correctional Services [↑](#footnote-ref-48)
49. Ibid [↑](#footnote-ref-49)
50. Interview then National Country Coordinator- HUWASAL [↑](#footnote-ref-50)
51. CPD programme document [↑](#footnote-ref-51)
52. Semi-annual and annual progress project reports- Promoting the transparency of the Judiciary in Sierra Leone [↑](#footnote-ref-52)
53. Ibid [↑](#footnote-ref-53)
54. Promoting institutional reform of the SLCS [↑](#footnote-ref-54)
55. Interview with women inmates in one of the rehabilitated correctional facility [↑](#footnote-ref-55)
56. All the three projects have been aligned to respond to global on justice, rule of law and related governance programming issues to enable UNDP to contribute to paradigm shifts in the key programmatic areas. [↑](#footnote-ref-56)
57. ProDoc- Strengthening Rule of Law, Security and Human rights in Sierra Leone [↑](#footnote-ref-57)
58. Given the expertise of Ministry of Health and Sanitation (MoHS) undertakes provision of health care for prisoners and World Health Organisation (WHO), UNOCD in areas of HIV/AIDS and Joint United Nations Aids Programme (UNAIDS) [↑](#footnote-ref-58)
59. From Prisons to Corrections: Promoting Institutional Reform of the Sierra Leone Correctional Services [↑](#footnote-ref-59)
60. Ibid [↑](#footnote-ref-60)
61. From Prisons to Corrections: Promoting Institutional Reform of the Sierra Leone Correctional Services [↑](#footnote-ref-61)
62. Strengthening Rule of Law, Security and Human rights in Sierra Leone [↑](#footnote-ref-62)