

SIERRA LEONE CORRECTIONAL SERVICE



STRATEGIC PLAN

2015 – 2017

“Transforming To Corrections”



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Acronyms

AGMOJ	Attorney General and Minister of Justice
ASJP	Access to Security and Justice Programme
CMM	Consultative and Management Meeting
CSO	Civil Society Organization's
DDG	Deputy Director General
DG	Director General
ICT	Information, Communication and Technology
MCC	Manager Correctional Centre
MDA's	Ministries, Departments and Agencies
MIA	Ministry of Internal Affairs
NASSIT	National Social Security and Insurance Trust
NGO	Non – Governmental Organization
ONS	Office of National Security
RD	Regional Director
RSLAF	Republic of Sierra Leone Armed Forces
SLCS	Sierra Leone Correctional Service
SLCSC	Sierra Leone Correctional Service Council
SLP	Sierra Leone Police

FOREWORD

The Sierra Leone Correctional Service Strategic Plan 2015 - 2017 lays the foundation for the Service to become a Correctional Service of excellence in Africa and beyond. Restructuring has been ongoing and the Correctional Bill has been ratified and enacted by His Excellency the President of the Republic of Sierra Leone. The Correctional Rule has been amended and draft copies have been sent to one of our consultant and other stakeholders for their input and amendment.

In the development of the current plan, the 2012-2014 Strategic Plan was reviewed to ensure that the Correctional Service meet its objectives. The service has five thematic areas, which also serve as its core outcomes. These thematic areas/outcomes are aligned to the Agenda for Prosperity; the Justice Sector Reform Strategy and Investment Plan (JSRSIP) III and the Security Sector Reform II (SSRII) and with the Government of Sierra Leone Budget for the 2015 Financial Year together with the 2015 Performance Contract. This Strategic Plan focuses therefore on five thematic areas;

- 1. Safety and Security of Inmates, Staff and Security**(to ensure that Correctional Centres and society are safe)
- 2. Inmates Welfare** (to provide the essential services to inmates for their improved wellbeing and to live in humane condition and that their Human Right are kept and maintained)
- 3. Reformation, Rehabilitation and Reintegration** (to enable inmates to become productive citizens upon their discharge)
- 4. Inadequate Human Resource and Logistics Capability** (improved capacity to meet with the needs of corrections)
- 5. Welfare of staff** (well motivated to enable them match up with the challenges faced in the process of transformation to Corrections.)

The Plan states our vision of what we expect to be in the next three years. We will work to establish more productive links with Justice Sector partners, Access to Security and Justice Program, other stakeholders in Government and non-Governmental Organizations. This is to enable us provide inmates with skills and attitudes that allows them to be reformed, rehabilitated and reintegrated into society.

We affirm that we remain committed to our inmates who are our clients.

S. B. Kamara – C R
Director General Sierra Leone Correctional Service
Prisons Headquarter
FREETOWN
January, 2015

INTRODUCTION

1.0 Introduction

This Strategic Plan covering the period 2015-2017 inclusive is critical to the overall transformation and modernization of the Sierra Leone Prisons Service to the Sierra Leone Correctional Service.

The 2012-2014 Strategic Plan highlighted numerous achievements and challenges which the 2015-2017 plan is going to build on, including the rolling over of activities that were not accomplished. For example, overcrowding, delay in the adjudication of remand and trial cases in the courts coupled with the delay by the State's Prosecution to prepare prompt indictment for inmates whose cases have been committed from the Magistrate courts to the Higher courts (Trial Inmates) remain a big challenge. The source of hope is the Criminal Procedure Act which is on the verge of been revised and it is expected that some of the challenges we are having with the Courts will be curtailed.

Lack of classrooms, workshops, tools, equipment and machinery to engage inmates in life-saving skills and an appreciable discharge package is hampering the reformation, rehabilitation and re-integration of inmates. The lack of a Nutritionist, insufficient Medical personnel (General Practitioners, Mental Health Therapist), Social Workers/Counselors has some impact on the welfare of the inmates. Insufficient living quarters for officers and the absence of a single accommodation unit in Bonthe coupled with the poor conditions of service for our personnel is affecting staff output. The Service lacks a Corrections Headquarters which should house Administrative staff at the strategic level.

Therefore, the 2015-2017 Strategic Plan will be focusing on five thematic areas: Improvement in the Safety and security of inmates, staff and visitors; Seeking the welfare of the inmates; Inmates reformation, rehabilitation and reintegration; Improvement on the human resource capacity and logistics; and Improvement of conditions of service for staff.

The plan is supported by Annex 1 which is the Annual Statistical Returns of Inmates nation-wide from 2012-2014.

Adding to the value of 2015-2017 Strategic Plan, it is important to evaluate the monitoring of its implementation. A comprehensive monitoring framework with defined benchmarks and milestones for each implementation year is attached as Annex 2.

Also there is a national work plan developed by the various Directorates, Regional Directors, Managers and Section heads to compliment the effective implementation and monitoring of this Plan both on national and institutional basis.

The plan is divided into four broad parts:

Part I defines the identity of the institution highlighting the mission, vision and core values.

Part II covers the achievements made within the period 2012 - 2014.

Part III discusses the present, describing the Sierra Leone Correctional Service Council, well defined Organogram and job description, consultative management meeting and operational impediment.

Part IV focuses on the next three years, identifying priorities and strategic areas for the period 2015 - 2017 for which outcomes and outputs have been developed.

2.0 Part 1 – Our Mission, Vision Statement and Core Values

2.1 Our Mission Statement

“The Sierra Leone Correctional Service exists as part of an integrated justice system to protect society by keeping inmates in secure and humane conditions whilst encouraging and actively assisting in their rehabilitation and re-integration by a professional workforce”.

2.2 Our Vision

“To provide a secure, caring and reliable service to inmates and society”.

2.3 Our Core Values

We respect and uphold the fundamental Human Rights of Inmates in the discharged of our duties, and strive to exceed the UN minimum standards for the treatment of Inmates.

We keep Inmates in a healthy, safe and secure environment.

We engage in programs that promote reformation and rehabilitation of Inmates and their reintegration into society.

We create an effective security network to prevent escapes within and outside the Correctional Centre.

We build good working relationships with other partners in the Justice Sector and other key stakeholders.

To promote fair access to justice.

We develop our human resource capacity in order to achieve effective and efficient service delivery.

We ensure equal opportunity for all.

3.0 Part II – Achievements for the period 2012 - 2014

3.1 Drastic reduction in Correctional incidence

Since 2012 -2014 there has been a drastic decline in the escape of inmates whilst in custody nation –wide.

As a result of improved medical facility and nutritious meal provided by the administration there has been a drastic reduction in the number of inmates who report sick or die whilst in custody nation – wide. To forestall any attempt of escape through the main gate at the male Correctional Centre at Pademba road, an additional structure has been erected to prevent bulldozing of inmates through the main entrance. Also, a body and property scanner has been installed to scan for contrabands and metal hand scanners are been used in all Correctional centres to search for metal objects.

3.2 Improved Welfare for Inmates

As a result of an increase in budgetary allocation to the service, there has been a corresponding increase in the provision of welfare items like ration, beddings and toiletries for inmates’ nation- wide. This has widely contributed to the reduction in mortality and morbidity rate countrywide.

A library has been constructed and equipped at the Freetown Male Correctional Centre for inmates and officers. Inmates are been trained in basic literacy and life-skills training in all correctional centre’s though at some centres at a low scale.

3.3 Improved Human Resource and capacity building

Some senior officers attended training workshops and conferences in Sweden, Cambodia and Uganda. Within the same period eleven (11) senior officers successfully participated in peacekeeping and support operations in Darfur, South Sudan and Liberia respectively. Two (2) officers are presently deployed in Darfur and South Sudan respectively. Twenty (20) officers during diverse years have successfully completed a six month cadet course at the Prison Staff College in Kaduna, Nigeria. Finally, a good number of both junior and senior officers attended and participated in different training workshops.

3.4 Terms and Condition of service.

In improving the terms and conditions of service of officers, a welfare fund for officers was established to assist serving and contributing officers in times of marriage, illness, death and disaster. A primary school has been established at New England upper barracks at an affordable tuition fees for officers’ children and ward.

As a result of the regrading exercise, an appreciable number of officers benefitted from an upgrade in rank and salary.

3.5 Improved logistical capacity.

The procurement of nine (9) utility vehicles for staff and four (4) security vehicles to convey inmates in a more secure and convenient manner and one water bowser and septic emptier last year has added value to the fleet of vehicles that we have. However we still need more vehicles and a boat equipped with engine for operational purpose, especially for Bonthe Island.

3.6 Open door policy to civil societies and other Organizations

There has been a robust engagement with the public by sensitizing the public about the work of corrections through the media and also to alter the negative public perception on Corrections. A Correctional Service website: www.slcorrectionalservice.org was established so that the general public will access updated information on Corrections. There has been a good working relationship with donor organizations like the United Nations Development Program (UNDP), Department for International Development (DFID) /Access to Security and Justice Program (ASJP) , Civil society Organizations like Prison Watch Sierra Leone, Sierra Leone Prison Foundation, Advocaid, Don Bosco Fambul and other Faith-Based Organizations

3.7 Improved collaboration, cooperation and coordination with MDA's and other Organizations

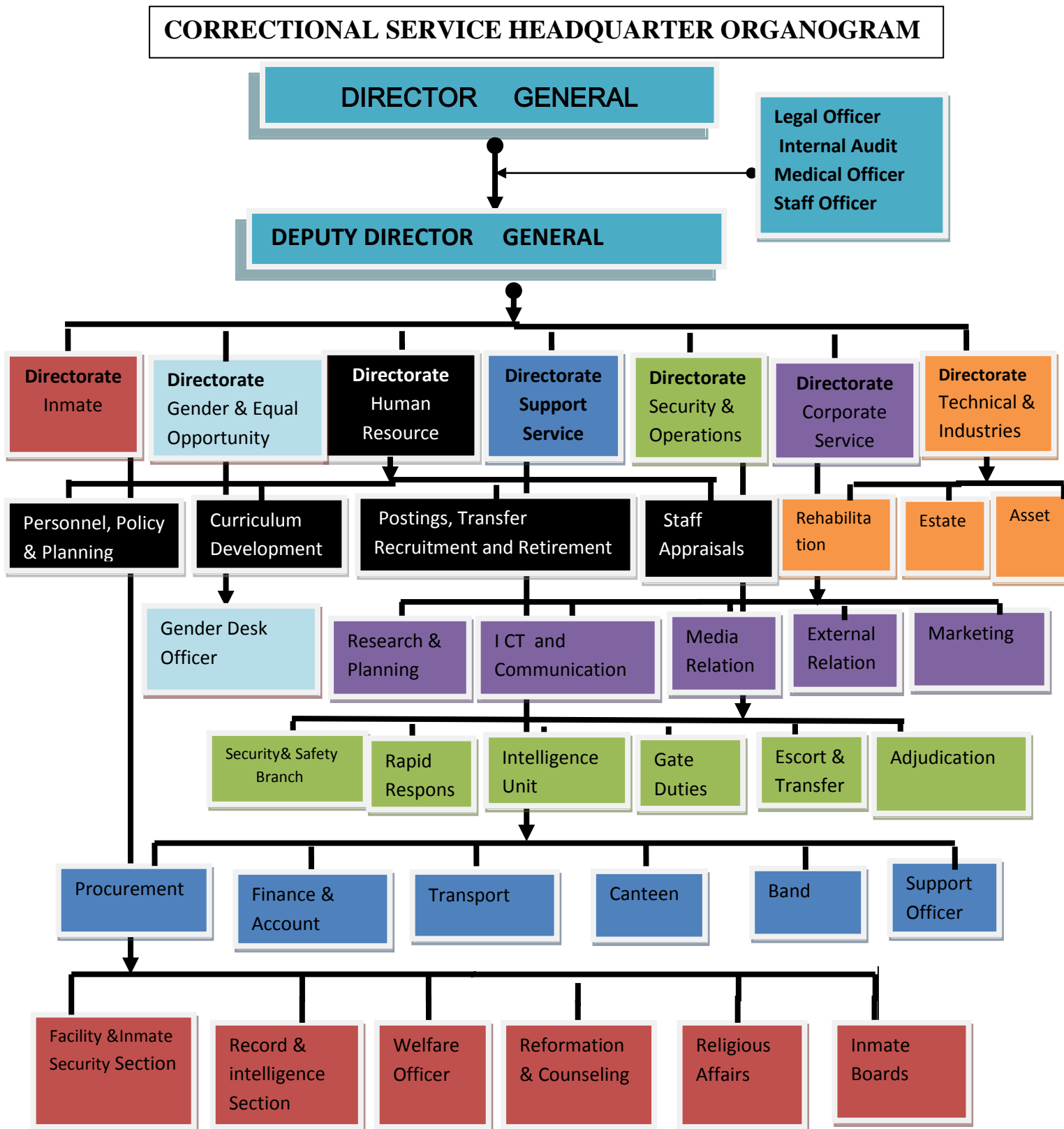
Corrections Officers complimented the Sierra Leone Police in effectively providing security for 2012 general elections and also participated in the three-day Ebola lockdown exercise in 2014.

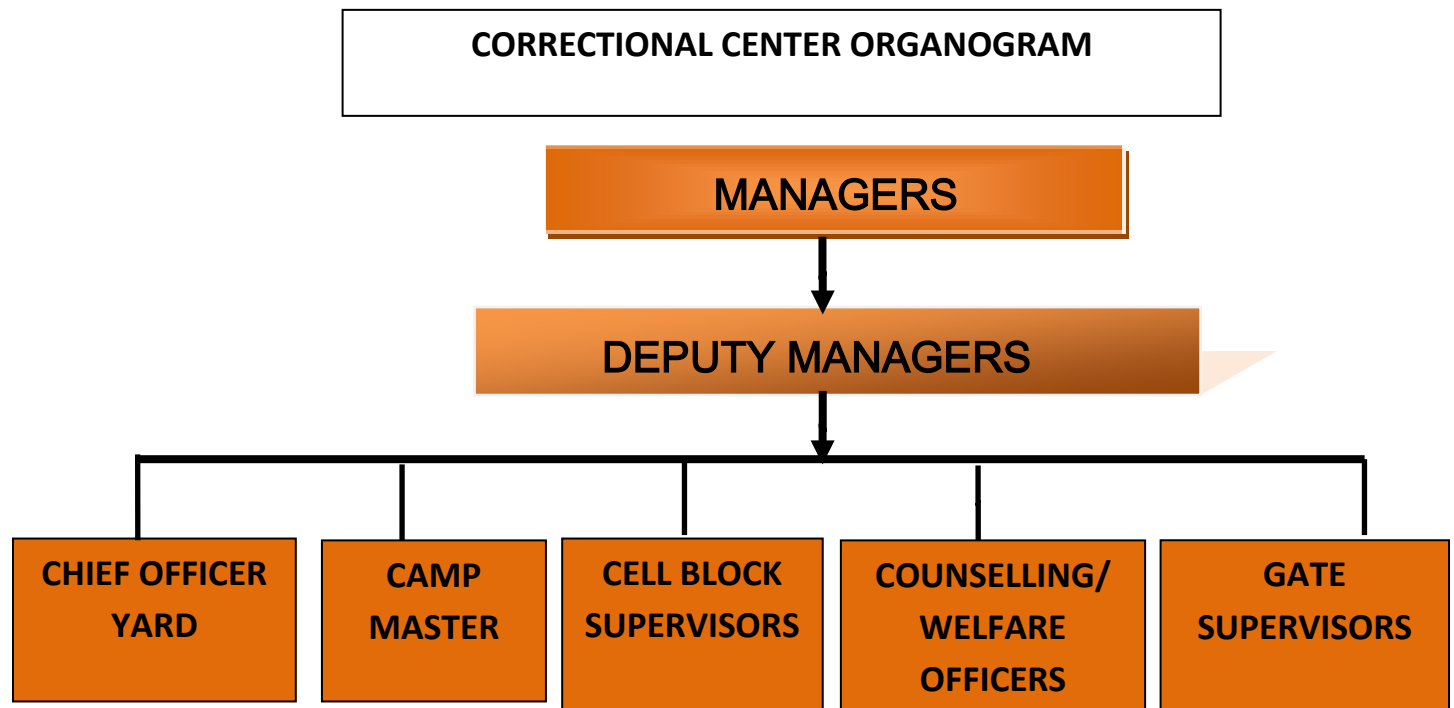
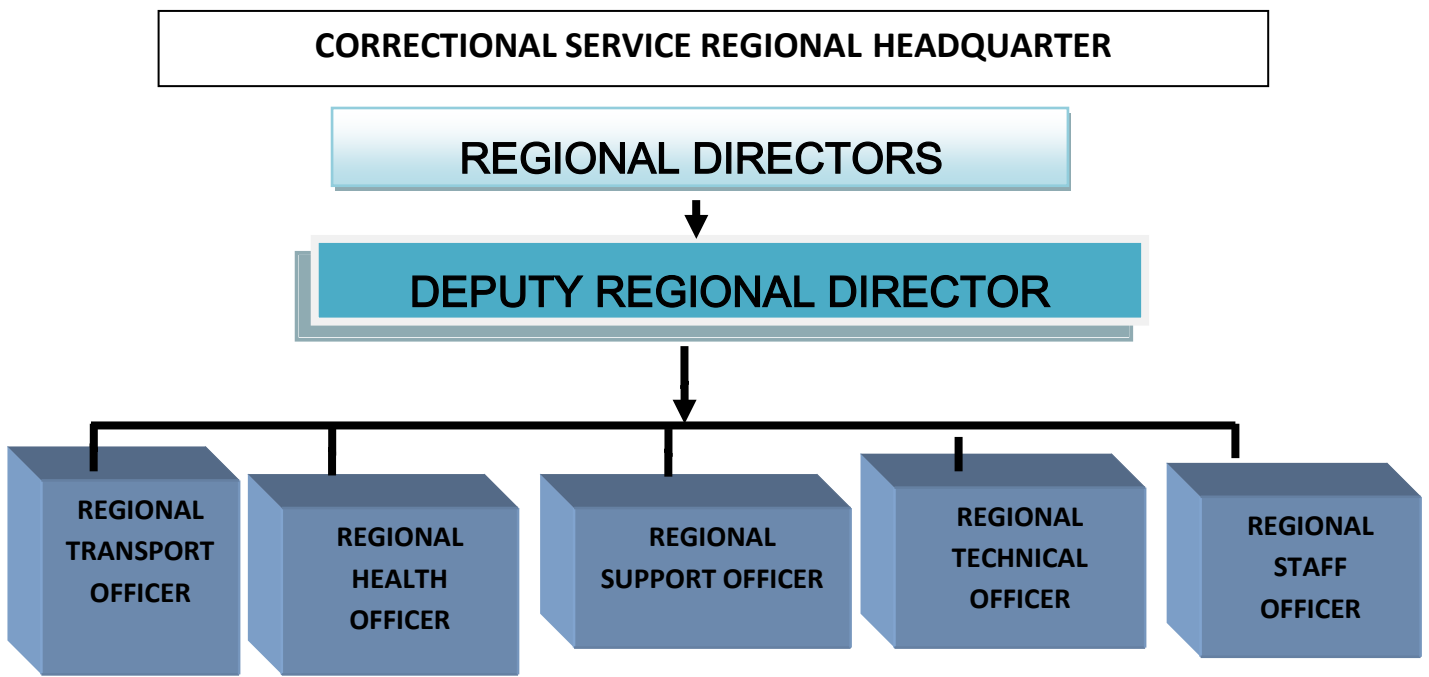
4.0 Part III – The Present

4.1 Sierra Leone Correctional Service Council (SLCSC)

The Sierra Leone Correctional Service Act 2014 section (9) sub section (1) established the Sierra Leone Correctional Service Council. The council consists of eleven (11) members headed by the Honorable Vice President who is the Chairman. The Council has oversight over the Sierra Leone Correctional Service by providing strategic direction and shall advise the President on all major policy matters relating to Correctional centres and the Service including administration, finance and any other matter as the President shall require.

4.2 Well defined Organogram and Job description.





Job Descriptions

The Service now has well defined job descriptions for the under-mentioned offices:

Director General; Deputy Director General; Director of Human Resource; Director of Technical and Industries; Director of Inmate Affairs; Director of Corporate Services; Director Security and Operations ;Director of Supports; Regional Director Western Area and Masanki and Deputy;

Regional Director North and Deputy; Regional Director South and Deputy; Regional Director East and Deputy; Managers and Deputies; Nutritionist; Regional Health Officers; Regional Support Officers; Counselors / Welfare Officers; Block Supervisors; Legal Services Officer and Medical Services Officer.

The Service now has well defined Job Descriptions for the under-mentioned rank:

Director General; Deputy Director General; Assistant Director of Corrections; Chief Superintendent of Corrections; Superintendent of Corrections; Assistant Superintendent of Corrections; Chief Officer; Principal Officer; First class Corrections Officer; Second Class Corrections Officer; Third Class Corrections officers and Recruit Corrections officer.

These Job Descriptions will be one of the useful tools in the appraisal of staff.

4.3 Consultative Management Team (CMT)

The Consultative Management Team (CMT) meets every Monday. This meeting is attended by all Directors and Heads of Sections in the Western Area and the Director General is the Chairman.

There is also a Monthly Management Meeting (MMM) of all Directors, Regional Directors, Managers, and Heads of Sections at the end of every month chaired by the Director General.

4.4 Operational Impediment

4.4.1 Overcrowding: This is situation can be best defined using the ratio below:

$$\frac{\text{Number of detainees present 't}}{\text{Number of detainees specified by official capacity}} \times 100$$

When the ratio obtained exceeds 100 (i.e. 100 detainees per 100 places) the situation is Overpopulation (overcrowding) and it goes to say that below 100 detainees per 100 places, it is under-populated (under-crowding)

As at present we have an official capacity of one thousand seven hundred and eighty five (1,785) inmates and an Inmate population of three thousand one hundred and eighty four (3,184). Presently our staff strength is one thousand six hundred and five (1,605) which is also below the universally accepted inmate-staff ratio.

4.4.2_Obsolete Workshops and tools: It is only the Freetown Male Correctional Centre which has workshops for Tailoring, carpentry; Shoe-making, Welding, Upholstery, Arts and Craft built one hundred years ago. All the workshops building are in a dilapidating state and the tools and equipment are all obsolete and have outlived their usefulness.

4.4.3 Reintegration: As a result of inadequate funding and lack of trained personnel, the process of reintegration has been a complex one but with the intervention of our donor partners and other agencies, we will definitely start with the process of reintegrating discharged inmates into the society. In his regard Inmates will be placed under an Earning Scheme wherein part of the profit that is accrued from any item they manufacture will be given to them. They will be entitled to utilize a smaller proportion whilst serving their terms and the balance will be saved and upon their discharge will be given to them in addition to a discharge package.

4.4.4 Absence of Legislation to refuse new admission of inmates: The Service does not have the legal mandate to refuse new inmates into our institution. This situation puts our Managers in the various Correctional centres in a state where they will continue to receive new admission of inmates even if they do not have space to house them.

4.5 Relationship with State and Non State actors

The Sierra Leone Correction Service is presently under the supervision of the Ministry of Internal Affairs. We continue to enjoy a working relationship with the Office of the Attorney General and Minister of Justice, the Judiciary, the Justice Sector Coordinating Office (JSCO), the Office of National Security (ONS) the Sierra Leone Police, the Republic of Sierra Leone Armed Forces and the National Fire Force. Also the Access for Security and Justice Program (ASJP) has been of immense support to the Service in providing capacity building and logistics.

Civil Society and Faith-Based Organizations like Advocaid, Prison Watch, and Prison Foundation are also assisting us by providing independent and impartial monitoring of our Correctional centres and supporting the inmates with advocacy.

4.6 Challenges

4.6.1 Lack of alternative to incarceration: Our current laws have very stiff penalties for social miscreants and misdemeanors. It is evident that a greater portion of our inmates are held for offences that can be punished by use of suspended sentences, community services and ban over peace. This will help alleviate the overcrowding in our Correctional centres and also minimize contact between harden criminals and social offenders.

4.6.2 Inadequate funding and logistics: It is presumed that the Sierra Leone Correctional Service is not considered as a priority in the allocation of resources. Little wonder the Service is always underfunded.

As an institution who deals with a unique and dynamic clientele, it is but necessary that the Service is accorded a subvention status in order that payment to contractors for their goods and services will be promptly made limiting room for compromise.

4.6.3 Inadequate space in Correctional Centres for future expansion: Most of our Correctional Centres were built during the colonial era hence much provision was not made for future expansion especially in terms of available space. It is for this reason that most of our Correctional centres should be relocated in the long run to areas where there will be enough space to house all the buildings that should be in such centres and also to provide for recreational facilities and accommodation for staff and their immediate dependants.

4.6.4 Lack of trained and qualified professionals: Under Corrections, reformation and Inmate welfare take the fore, hence there is need for the recruitment and training of professionals in the area of Counseling, Social support, Paroling, Medical, Psychologists and Technicians.

5.0 Part IV Way forward

5.1 Alignment with the Agenda for Prosperity, Justice Sector Reform Strategy and Investment Plan 111, Security Sector Reform 11 and the Sierra Leone performance Contract

This Strategic Plan is aligned with the Agenda for Prosperity, the Justice Sector Reform Strategy and Investment Plan III, Security Sector Reform II and Sierra Leone Performance Contract.

During the formulation of the 2012 - 2014 Strategic Plan for the Service, the authors took cognizance of the key national and sectoral documents in order that our primary targets will be well aligned with the national and sectoral plans.

In this regard, the Justice Sector Reform Strategy and Investment Plan III spanning 2011-2014 was highly considered. Also the Agenda for Prosperity and the Security Sector Reform II were useful tools during this process.

As a way of ensuring that our plans are well coordinated both within the national and sectoral context, the Sierra Leone Correctional Service is considered under Pillar 7 of the Agenda for Prosperity and under the Justice Sector Reform Strategy and Investment Plan 111:

2015-2018 our concerns were mainly emphasized on Outcome 3: Output 3.20 as highlighted below:

Outcome 3: Rights and Accountability are respected

Output 3.20: The Prisons and Rights related questions in the Dispensation of Justice.

5.2 Strategic Areas and Priorities for the period 2015 - 2017

The Sierra Leone Correctional Service has identified five Strategic Areas as priority areas for the initial phase in transforming the Sierra Leone Prisons Service to the Sierra Leone Correctional Service which will effectively span from 2015-2017.

5.2.1 Strategic Area 1 - Safety and Security of Inmates, Staff and Society

The safety and security of our correctional facilities is of prime concern. In this regard, the main aim is to drastically minimize Correction Centre incidents like riots, disorders and escapes by classifying our correctional institutions and inmates. Emphasis will also be placed on strategies that will curtail the influx of prohibits articles and contrabands into and out of the correctional centres. Based on the United Nation Minimum Standard Rules, Inmates should be kept as far as possible from public glare. In trying to achieve this, the department is trying to ensure that all institutions have the appropriate vehicles to convey inmates on transfers to court or hospital. Senior officers holding strategic posts will be encouraged to pay frequent and regular inspection visits to correctional centres and conduct muster parades and meetings. Visiting Justices are going to be reconstituted, Visits by Parliamentarians, Civil Society and Human Right Organizations to independently complement the Service on areas of inspection visits. Also our correctional centres will be routinely rehabilitated or restructured to forestall unfavorable incidents.

5.2.2 Strategic Area 2 – Inmates Welfare

The human rights of inmates continue to be a major priority of the service. In this regard, policies relating to inmates rights and welfare will be strictly enforced including the provision of decent meals thrice daily, potable and affordable water, provision of beddings and toiletries for all inmates and provision of medical attention to all sick inmates. If this is achieved, there will be a decreased rate of morbidity and mortality in all of our correctional centres. As the service is experiencing an increased number of female inmates accompanied by their children, a child-friendly centre will be created for such purpose.

5.2.3 Strategic Area 3 - Inmates Reformation, Rehabilitation and Re-integration.

Under corrections, it is mandatory for all convicted inmates to be gainfully employed in one vocation or the other whilst serving their terms of incarceration. With the exception of the Male Correctional centre in Freetown, most of our Correctional centres do not have workshops, tools and equipments for training. Also lacking are classrooms where inmates will be engaged in adult literacy programs. The service has also applied for permission to recruit social workers / Counselors who will be responsible for the reformative aspects of our inmates. Inmates who will be engaged in productive skills will be employed under the earning scheme which will enable them to earn a living whilst serving their terms and assisted with a discharge package upon their discharge from the correctional centres. In the long term half-way homes will be constructed to aid the re-integration process.

5.2.4 Strategic Area 4 – Inadequate Human Resource and Logistical Capacity

Consequent upon the increased inmate population, the service is to recruit an appreciable number of personnel to meet the inmate-staff ratio and also to recruit some specialists into the service for specialized duties. We have an outstanding number of officers who have not yet been trained since their enlistment into the service due to inadequate budget allocation coupled with and the current Ebola crisis. Serving officers will be expected to receive frequent refresher training to equip them with the necessary skills that go with corrections. Overseas training and ‘prison visits’ will be undertaken. It is also envisaged that all correctional centres will be provided with at least one vehicle to facilitate movement of staff, inmates and goods. To have an effective and efficient record management system for inmates and staff, all correctional centres will be provided with ICT facilities with adequate power supply. Tools and equipment will also be provided for the training of inmates.

5.2.5 Strategic Area 5 – Staff Welfare

The salary for serving officers is low and incomparable with the salaries of our contemporaries in the security sector. Much provision is not made for serving officers which to some extent could be responsible for the low morale of serving officers. The service also lacks accommodation for its staff with Bonthe been one notable institution where there is not a single accommodation for officers. Also lacking is medical facilities for staff and their immediate dependants.

5.3. Strategic Areas, Outcomes and Output

STRATEGIC AREAS	OUTCOMES	OUTPUTS
Strategic Area 1 Safety and Security for Inmates, Staff and Society	Correctional Centres and society are safe.	Conduct regular staff meetings, muster parades and inspection visits
		Relocation of the male Correctional centre from Pademba road
		Increases access to standard operation procedures on safety and security by staff and classification.
		Installation and use of scanners and alarm system in all correctional centres
		Safe and secured transfer of inmates
		Rehabilitation of Correctional Centre infrastructure
Strategic Area 2 Welfare of Inmates	Human Rights of Inmates are respected.	Inmates are fed thrice daily
		Inmates access potable water
		Sick inmates receive prompt medical attention
		Inmates do not sleep on the bare floor
		Inmates are made aware of their rights and responsibilities upon admission
		Child- friendly centre for children accompanying their incarcerated mothers
Strategic Area 3 Reformation ,Rehabilitation & Re-integration	Inmates become productive citizen upon discharge	Inmates are placed in well –defined areas of learning or skills training and placed on ‘Earning Scheme’
		Materials, equipment and machines are provided
		Inmates are assisted to re-integrate into civil communities upon discharge and half-way homes constructed
Strategic Area 4 Inadequate Human Resource & logistical capability	Increased capacity to meet the needs of the service	Recruitment of staff through transparent and credible process
		Provide gender and equal opportunity for all staff
		Conduct three months recruit/basic orientation training and passing-out for all recruits
		Refresher courses for senior & middle-level staff
		Providing overseas training and ‘prison visits’
		Provision of ICT facilities in all institutions
		Provision of vehicles in all Correctional centres to facilitate the movement of inmates ,staffs and goods
Strategic Area 5 Welfare of staff	Terms and conditions of service is improved	Improved salary scale and allowances
		Provide accommodation for staff
		Provide health facilities for staff and immediate dependents
		Provide canteen / mess facilities for staff
		Provide compensation for staff who got injured whilst on active duty

Annex 1 – Inmate Annual Statistical Returns for 2012-2014

CATEGORY OF INMATES	2012		2013		2014	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Remand	684	32	914	37	945	31
Trial	748	23	1,033	39	1,130	56
Convicts	1,181	28	1,412	37	1,285	52
Condemn	82	Nil	Nil	Nil	Nil	Nil
Life Imprisonment	Nil	Nil	Nil	Nil	Nil	Nil
Detainees	Nil	Nil	Nil	Nil	6	2
Foreign National	60	1	139	3	49	1
Total	2,007	84	3,498	116	3,415	142

These figures are those recorded as at the last day of the year i.e. 31st December

Annex 2 – Monitoring Framework for 2015 - 2017 – SLCS Strategic Plan

Outcome 1	Indicator	Source	Baseline	Milestone Benchmark 1 (2015)	Milestone Benchmark 2 (2016)	Target (2017)
Correctional centres and society are safe.	Accurate records of all correctional incidents are kept and maintained.	Corporate Services Directorate.	40%	70%	90%	100%
	Develop an overall security plan	Security and Operations Directorate	Not Available	50%	75%	100%
	Train staff on security-related modules	Human Resource Directorate	20%	100% of all superior officers 40 % of all senior officers 40 % of all junior officers	80 % of all senior officers 80 % of all junior officers	100 % of all senior officers 100 % of all junior officers
	Train staff on risk assessment and crisis management	Human Resource Directorate	Not Available	100% of all superior officers 40 % of all senior officers 40 % of all junior officers	80 % of all senior officers 80 % of all junior officers	100 % of all senior officers 100 % of all junior officers
	Conduct assessment on the security of all correctional infrastructures	Technical & Industries Directorate	Not Available	17 correctional centres assessed and 20% of rehabilitation /restructuring work done	70% of rehabilitation /restructuring work done	100% of rehabilitation /restructuring work done

Outcome 2	Indicator	Source	Baseline	Milestone Benchmark 1 (2015)	Milestone Benchmark 2 (2016)	Target (2017)
Human rights of inmates are respected	Number of inmates that have access to adequate potable water,	Inmate Affairs Directorate	30%	60% have access through provision of new boreholes or rehabilitation of existing ones including completion of the pipe-borne supply at Mafanta correctional centre	90% of all inmates	100% of all inmates
	Number of inmates that have access to adequate sleeping space	Inmate Affairs Directorate	40%	60% have access through decongestion	80 %	100%
	Number of inmates that have access to prompt medical attention	Inmate Affairs Directorate	70%	80%	90%	100%
	Number of inmates that are aware of their detention rights and responsibilities	Corporate Services Directorate	2%	60%	80%	100%

Outcome 3	Indicator	Source	Baseline	Milestone Benchmark 1 (2015)	Milestone Benchmark 2 (2016)	Target (2017)
Inmates become productive citizen upon discharge	Number of inmates that are reformed	Inmate Affairs Directorate	10%	50%	75%	100%
	Number of inmates that are trained in vocation and skills.	Technical & Industries Directorate	20%	50%	75%	100%
	Number of inmates that are properly re-integrated upon discharge	Corporate Services Directorate	2%	20%	40%	50%
	Number of inmates that benefit parole	Inmate Affairs Directorate	0%	50%	75%	100%
	Number of inmates that have access to half-way homes	Inmate Affairs Directorate	0	0	1	2

Outcome 4	Indicator	Source	Baseline	Milestone Benchmark 1 (2015)	Milestone Benchmark 2 (2016)	Target (2017)
Increased capacity to meet the needs of the service	Number of training conducted for specialized courses	Human Resource Directorate	709	896	567	100
	Number of personnel enlisted and trained	Human Resource Directorate	1,605	2,072	2,172	2,272
	Number of staff appraised	Human Resource Directorate	131	1,605	2,072	2,172
	Improvement of the current status of the Corrections Officers Training School(COTS)	Human Resource Directorate	3 billets ,2 classrooms and no vehicles	4 billets and 1 vehicle	5 billets and 3 classrooms	6 billets and 1 canteen
Outcome 5	Indicator	Source	Baseline	Milestone Benchmark 1 (2015)	Milestone Benchmark 2 (2016)	Target (2017)
Terms and conditions of service is improved	Scope of salaries and allowance	Support Directorate	\$152-1,386 (X)	X + 50%	X+100%	X+200%
	Number of health facilities created	Technical & Industries Directorate	Nil	1 clinic	1 hospital	1 clinic

	Number of staff that have official accommodation	Technical & Industries Directorate	320 staffs	400 staffs	500 staffs	600 staffs
	Number of canteens or mess constructed	Support Directorate	1 Canteen	1 Canteen	2 Canteens 1 Mess	3 Canteens



MIA



ASJP

