

## Page1: Pillar IV: Crime Prevention and Criminal Justice

### **Crime Prevention and Criminal Justice**

The main objective of this pillar is to strengthen the rule of law through the prevention of crime and the promotion of effective, fair, humane and accountable criminal justice systems in line with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments. Several Member States of the region are currently undergoing major justice reform processes, some of which have already benefited from UNODC's expertise. These ongoing processes provide a solid platform for replication and networking both intra- and inter-regionally.

This regional Criminal Justice Programme derives its objective from UNODC's Thematic Programme on crime prevention and criminal justice reform for 2012-2015, setting out a consistent and comprehensive approach based on the Strategic Framework and the relevant UN Conventions and standards and norms related to crime prevention and criminal justice reform.

<b>Expected Outcomes Pillar IV: Crime Prevention and Criminal Justice</b>	
<b>4.1.</b>	Member States conduct effective, efficient and sustainable reforms of justice and law enforcement institutions, thereby increasing access to justice
<b>4.2.</b>	Member States have an improved quality, efficiency and fairness of the criminal justice process, including catering to the needs of vulnerable groups
<b>4.3.</b>	Member States put in place comprehensive crime prevention, rehabilitation and reintegration programmes

Under this pillar, UNODC will continue to provide technical assistance and advisory services to Member States to establish and/or strengthen criminal justice systems in accordance with international human rights standards and norms. A key operational principle will be to support Member States in addressing crime prevention and criminal justice reform from a broad perspective including oversight, accountability and integrity. This approach recognizes the links between different institutions and actors in the criminal justice system, from those involved in prevention, investigation, prosecution, adjudication, prisons, and reintegration. It will include particular attention to vulnerable groups through a focus on access to justice and legal empowerment initiatives, prison reform and activities promoting crime prevention (specifically in regards to women and children). It will also work to enhance international cooperation and mutual legal assistance to improve intra- and inter-regional capacity.

Work under this pillar will continue to build upon the various initiatives and best practices developed in fragile and development contexts. In particular, UNODC will expand the current

police reform programme in Kenya, and engage in similar initiatives in Ethiopia and Tanzania. It will work to strengthen the professionalism of the staff of justice institutions and their capacities to administer justice in Burundi, Ethiopia, Kenya, Somalia and Uganda. In this respect, UNODC will implement a series of integrated initiatives aimed at improving the quality and efficiency of the criminal justice process and support the establishment of alternatives to imprisonment programmes in support of prison de-congestion, offenders' rehabilitation, and prevention of recidivism. Further, UNODC will support the development and/or implementation of national crime prevention policies and strategies.

## **Page 2: Ongoing Projects**

### **1. Project Title: Crime Prevention and Criminal Justice - Regional Programme for Eastern Africa**

**Project Duration:** 01/09/ 2016 – 31/12/2021

**Project Description:** The programme seeks to strengthen the rule of law through the prevention of crime and promotion of effective, fair, humane and accountable criminal justice systems by providing countries with expertise and advice to develop effective and responsible crime prevention strategies and policies and to build the capacity of their criminal justice systems to operate more effectively within the framework of the rule of law, while promoting human rights and protecting vulnerable groups. In the spirit of Paris Declaration principles on aid effectiveness (2005) and Accra Agenda for Action (2008), the Programme has continued to promote partner countries' ownership through the alignment of its initiatives with national policies and priorities that can be effectively coordinated with other multilateral development Agencies and support mutual accountability for results. In respect to this effort, other Comprehensive Crime Prevention and Criminal Justice Programmes and or Projects have been designed and adopted at the National Level through the initiatives of this project. E.g. Criminal Justice Programme in Ethiopia, Somalia and Uganda, and Police Reforms Programme in Kenya.

### **2. Project Title: Criminal Justice - National Integrated Programme for Ethiopia**

**Duration:** 04/04/13- 31/12/17

**Project Description:** The project which falls under sub-programme II on criminal justice and integrity of the National Integrated Programme for Ethiopia (NPE) seeks to strengthen the rule of law through the prevention of crime and the promotion of a fair, humane and accountable

criminal justice system. To do this, UNODC is assisting and providing expertise to the Government of Ethiopia (GoE) in developing an effective and responsible National Crime Prevention Strategy and Action Plan as well as a National Legal Aid Strategy, and to build the capacity of their criminal justice systems to operate more effectively within the framework of the rule of law, while promoting human rights and protecting vulnerable groups.

### **3. Project Title: The Police Reform Programme in Kenya**

**Duration:** 14/10/2013 - 31/12/2017

**Project Description:** This programme aims at providing support to the Government of Kenya (GoK) in the implementation of its Police Reform Programme (2015-18). The UNODC Police Reform Programme seeks to transform the National Police Service (NPS) into an effective, efficient, accountable and trusted institution for Kenyans. The Police Reform Programme has one objective, which are to support the Government of Kenya in its efforts to transform the National Police Service (NPS) into an effective, efficient and trusted security agency for Kenyans in line with the 2010 Constitution. The Programme is designed to accomplish this objective through addressing three outcome areas: (i) empowering and sustaining institutional structures for Policing Services established at national level; (ii) enhancing professionalism, integrity and accountability of the NPS, and (iii) strengthening the operational capacities of the NPS. The police sector institutions in receipt of this support include: the NPS, the National Police Service Commission (NPSC) and Independent Policing Oversight Authority (IPOA).

### **4.. Project Title: Somalia Joint Rule of Law Programme**

**Project Duration:** 1/07/2015 - 31/12/2017

UNODC Criminal Justice Program is part of the UN Somalia Rule of Law Programme (SOROLP) which was developed as the UN response to the Rule of Law elements of the Somalia Compact (2014–2016), endorsed on 16 September 2013, and extended to 31 December 2017. The Compact provides for the establishment of the Somalia Development and Reconstruction Facility (SDRF) to serve as a mechanism for the FGS to oversee and guide the diverse activities of its assistance partners, including the alignment of resources behind the identified priorities in the Compact and ensure follow-up on and monitoring of their delivery. In response to this structure, nine UN agencies have come together to develop the UN Joint Programme (JRoL) on Rule of Law in Somalia. This programme represents an unprecedented level of cooperation and coordination between the main UN agencies supporting Rule of Law in Somalia. The overall

objective of this programme is to provide technical support to the Government of Somalia and Somaliland in implementing institutional reforms in its criminal justice sector both at central and regional level in accordance with UN Conventions, and international standards and norms.

Under the JRoL UNODC Criminal Justice Program activities are encompassed in the Peace and State Building Goals related to establishing a unified, capable, accountable rights bases Somali Federal security institutions providing basic safety and security for its citizens (PSG2) and establishing independent accountable and efficient justice institutions capable of addressing the justice needs of the people of Somalia by delivering justice for all (PSG3). Criminal justice institutions in receipt of support include: Ministry of Justice (MoJ), Judiciary, Attorney General's Office and the Police Force. The programme is funded by the Multi-Partner Trust Fund (MPTF) under the Somalia Development and Reconstruction Fund (SDRF), Under the Programme UNODC has achieved the following:

### **1. Training for Prosecutors**

UNODC launched a training program for newly recruited Somali public prosecutors. The training was conducted in Somali language, which afforded many public prosecutors the opportunity to learn legal terminologies in their working language. UNODC will continue to provide technical support to the Government of Somalia and Somaliland build capacity of prosecutors in both Somalia and Somaliland in accordance with UN Conventions, and international standards and norms.



## **2. UNODC-UNFPA support to MOJ in Strengthening the Medico-legal Response for Gender-Based Violence**

UNODC and UNFPA have partnered to strengthen the medico-legal services and response to sexual violence cases in Somaliland. To achieve this, UNODC is adapting a Medico-Legal Toolkit which was developed in conjunction with WHO to the Somaliland context. This will ensure that it sufficiently meets the needs and expectations of Somaliland and can be used effectively to improve coordination between various components of the medico-legal system in Somaliland. In addition to the adaptation of the Toolkit, UNODC and UNFPA will support the development/adoption of protocols for sexual assault forensic examination and evidence collection, as well as minimum standards on the collection of admissible evidence in court is required to ensure successful investigations and prosecution of GBV cases. Related trainings for relevant stakeholders (i.e. health service providers, law enforcement personnel, forensic experts and laboratory technicians, as well as prosecutors and judges) will be provided.

### **3. Development of Somali Police Training Curriculum**

UNODC is providing technical support to the Somaliland Police in developing a Comprehensive Education Programme designed to provide a ‘knowledge’ bank across a range of skills and competencies to meet all training needs of the NPF. UNODC is also providing technical support to South-Central Somalia’s Professional Development Board of SPF to develop a training curriculum which will be used by all the Federal member States in Somalia for training police officers to ensure uniformity of police training. In furtherance to the development of the training curriculum, Somali Police Force Professional Development Board in collaboration with UNODC organized a workshop in Mogadishu on 28th and 29th November to discuss the outline of the curriculum and UNODC will present the draft modules for further deliberation at a workshop to be held in January 2016.



### **4. Training of Somaliland Judges on Criminal Trials and Sentencing Guidelines**

In late November and early December 2016, sixty (60) judges from six different regions in Somaliland namely Sool, Sanaag, Burco, Hargeisa, Berbera and Awdal were trained comprehensively on criminal trials and sentencing guidelines. The training for 31 Judges from Sool, Sanag and Burco regions was done in Burco from 26th to 30th Nov 2016 while the training for 29 judges from Hargeisa, Berbera and Awdal regions was conducted in Berbera from 4th to 7th Dec 2016. UNODC will continue building capacity of Judicial officers in both Somaliland and South Central Somalia

## **Page 4: The Police Reforms Roadmap: A Guide**

### ***The Police Reforms Roadmap***

#### **A Guide**

The Police Reforms Roadmap is the mechanism through which important messages on police reforms are cascaded down to the frontline of policing in Kenya, and to the wananchi.

The Police Reforms Roadmap will be implemented by the National Police Service, through the services. It will be supported by technical assistance leveraged from the Police Reforms Basket Fund, of which UNODC is appointed the implementing agency.

#### **When will the Roadmap be delivered?**

The preparation phase begins in earnest in October 2015, with roll out expected from January 2016. Current funding to the Basket Fund - which is supporting roll out - will end in December 2016, by which point the NPS will take stock of Roadmap accomplishments and/or shortcomings.

#### **Why is the Roadmap necessary?**

Acts of Parliament reformed the policing architecture in Kenya in 2011, including a National Police Service Act. To implement the NPS Act, a number of regulations, policies and protocols have been developed, or are being developed. They include - but are not limited to - a Strategic Plan, Service Standing Orders, a Communication Policy, a Human Resources Framework, a Gender Mainstreaming Policy, and (to be finalized by December 2015) a Human Rights Strategy and an Anti-Corruption Strategy. These documents complement other reforming directives on deployment and transfer, use of small arms, and fleet management, for example.

The NPS observes that awareness of all reforming initiatives to date have been HQ-centric, and have not reached the front line of policing. Initiatives which take the reforming message to the police station level have been limited, and consequently there are few serving police officers in the counties who are aware of the content of the reforming documents.

Hence, there is a need to implement a Police Reforms Roadmap, to take the reform movement out of Nairobi, to the locations all over Kenya where the police and the public intersect: at the police station, post or camp.

### How does the Roadmap connect with the NPS priorities?

The Roadmap responds to the following 3 objectives and 6 outcome indicators described in the pre-published version of the Police Reforms Programme Document (2015-18):

<b>Objective</b>	<b>Strengthen the policy and institutional framework of the National Police Service.</b>
Outcome	Extent to which new policies, guidelines, regulations and circulars are fully communicated and cascaded at National and county commands
Outcome	Extent to which new policies and strategies are implemented such as gender, human rights, anti corruption, code of conduct, communication policy, transformation, DCI structure, IAU, IPOA policies and NPSC policies and regulations
<b>Objective</b>	<b>Increase capacities for internal and external accountability, transparency and prevention of corruption.</b>
Outcome	Extent to which Culture and value system in the National Police Service is reengineered
Outcome	Police Corruption perception index is improved
<b>Objective</b>	<b>Improve police welfare through development and implementation of a framework for motivation of the National Police Service.</b>
Outcome	Good public relationship by the police officers as a result of improved friendliness and communication etiquette of police officers to the public and colleague police officers
Outcome	New positive cultures, attitude and values are nurtured in National Police Service to facilitate transformation and reforms

### What messages will the Roadmap deliver?

The Roadmap will deliver messages contained within official reforming documents. Beginning in October 2015, a team of NPS officers will review all reforming documents to select the messages which officers on the ground should know, and which they should incorporate into their everyday work. At the end of this process, the NPS team will arrive at a Police Reforms Training Toolkit and a Reforms Handbook.

### What is the Police Reforms Training Toolkit, and what is the Reforms Handbook?

The Police Reforms Training Toolkit, which will be developed and finalized by 20 NPS officers over 2 retreats in October and November 2015, will comprise a teaching guide on the police reforms movement in Kenya. It will include all salient messages from the NPS

reforming documents. The Toolkit will be designed for delivery over a 4-day period, and should be accessible and relevant to officers on the front line of policing in Kenya. It will comprise learning modules, learning objectives and recommended lesson plans.

The content and key messages contained in the Training Toolkit will also be incorporated into a Reforms Handbook. The Reforms Handbook will be professionally produced and distributed at the police station/post/camp level. It will serve as an accessible and quick reference manual for police officers on the key reforming messages.

### **Who will implement the Police Reforms Training Toolkit?**

A 'Train the Trainer' course will be delivered over a 5-day period starting in December 2015. The facilitator of the course will be a Basket Fund technical specialist, and the recipients of the training will be the NPS National Reform Champions who will be responsible for implementing the Roadmap sensitization campaign throughout 2016.

### **Who are the NPS National Reform Champions?**

They are 20 officers, identified by the Inspector General, who will serve as custodians of the reform messages throughout 2016. They will be, where possible, officers who served on the drafting committees/working group for each reforming document, but will also number members of the staff training colleges, and personnel who sit on the transformation team.

### **How will the message of reform be disseminated?**

The Roadmap sensitization campaign will use a 'cascading' methodology to reach the front line - and the first to be sensitized are the 20 NPS National Reform Champions described above.

Second, the National Reform Champions will deliver the Toolkit to the most senior officers within NPS Headquarters, to ensure full knowledge and support for the programme at the level of senior management.

Third, the National Reform Champions will target the counties, and will do so through 'clusters'. A 'cluster' is no more than a geographic convenience which allows for 6-8 counties to be brought together at an appropriate location. Each county will send 6-8 members of the county police command to the cluster workshop - one of which will be designated by the Inspector General as officer-in-charge of reforms in his/her county.

In total, 9 cluster workshops will take place, all in January-March 2016, and all for 4-days each. One additional cluster workshop will be convened for the leadership of the police staff training colleges.

### **And how will the reform messages reach the frontline of policing?**

Under the supervision of the county commander, the Police Reforms Toolkit will be implemented at the police station level. County commanders, or their designee, will travel the county and will deliver the Training Toolkit and the Reforms Manual to police stations/posts/camps under their jurisdiction.

They will then conduct follow up visits to those locations to support the police station commander in implementation of the reforms. In doing so, they will be supported by the 20 NPS National Reform Champions, who will function as 'mobile mentors', travelling from county to county to support and troubleshoot the implementation process.

The National Reform Champions will also periodically convene review meetings, to bring together the county focal points in order to share lessons learnt and methods that have been successful in over-coming obstacles.

### **How many police locations and officers will be targeted?**

Throughout Kenya, there are 441 police stations, 252 police posts and 362 patrol bases. The 'frontline' therefore comprises 1,055 police locations, and an estimated 90,000 police officers, across 47 counties.

The delivery period is May to August 2016, thereby allowing time for the NPS to take stock of Roadmap accomplishments and/or shortcomings (between September and November 2016), in preparation for a follow up phase of implementation. The NPS will settle on a target number of police locations and police officers that is attainable within this delivery window.

### **How will the Roadmap turn sensitization into action?**

In the development of the Training Toolkit, the NPS will identify a series of Action Points which are drawn from each of the respective reforming documents. An Action Point is defined as an implementation requirement for a designated police commander in order to integrate structural/behavioural change into everyday operations which are under their control. The Action Point may apply to police leadership at the national, county or police station level. When collated into an Action Point Workplan, those Action Points will form the basis of the Roadmap Monitoring and Evaluation Framework.

This Action Point Work Plan may apply to Stage 1 of the police reform process; in future stages of the reform process, the Work Plan may evolve to include additional Action Points, still drawn from the reforming documents, which would seek to further embed the reforming principles and culture described in each of the reforming documents.

The Action Point Work Plan may also be integrated into police officers' performance management targets, and knowledge/awareness of the reforming documents may also be integrated into the testing schedule for police officers seeking to qualify for promotion.

### **How will impact be measured?**

A Monitoring and Evaluation Framework will be built around the Action Point Work Plans described above, supported by the Basket Fund. Indicators will be anchored in the Action Points themselves.

The Basket Fund will provide mentoring support to the NPS M&E department, and to the NPS Police Reforms Directorate, to strengthen the internal mechanisms of data collection, and to begin the process of escalating data from police stations, via the county staffing officers into a centralized database at HQ.

The Basket Fund will then support the implementation of an impact assessment at the local, county and national levels to measure the implementation of the Action Point Work Plans using the leading indicator M&E Framework.

### **And what about the *wananchi*?**

An 'Action Point' for each police station commander will include the requirement to implement a sensitization forum on police reform for the benefit of their local community. This will take the reform process down to the end user; the beneficiaries that the National Police Service is intended to serve, and will support implementation of the Inspector General's concept of People-Centered Policing.

Materials will be developed to support the community forum, including cartoon posters which carry key messages from the Reforms Handbook, and which may be placed on police stations, etc.

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