

## Infrastructure

### Alignment of JICA Sector Operations and Strategy to the Vision 2030

The Kenya Vision 2030 defines infrastructure development as an enabler for economic growth. Accordingly, the concept of new JICA's program on improvement of Infrastructure for Transportation in Kenya has been developed. Overall, the sector interventions aim to reduce transportation costs with two main outcomes as follows – Improvement of Roads Networks, and improvement of Facilities and Functions at the Mombasa Port. The concept was developed after high-level consultations between the Embassy of Japan and the Government of Kenya sector officials. The concept forms part of the approach by JICA to Vision 2030 and builds on the competitive edge of JICA's operations in the sub-sectors of Roads, Transport and Lands.

### Interventions in Infrastructure

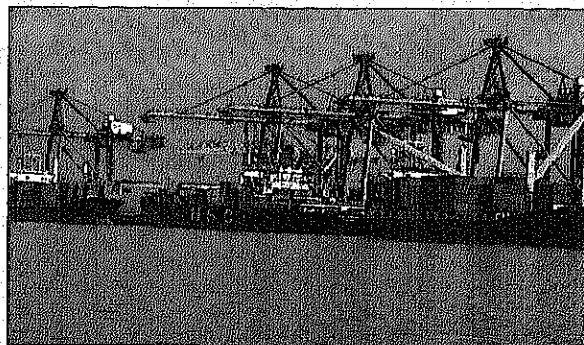
The new JICA has a three-pronged approach in the transport sector focusing interventions at the gateway to Kenya (Operations at Mombasa Port), Kenya's capital city (decongestion of the Nairobi Metropolitan area) and improvement of international trunk roads. JICA Kenya Office has aligned its operations integrating three schemes of Loan, Grant Aid and Technical Cooperation under the ODA support by the Government of Japan.

#### 1. Improvement of Facilities and Functions at Mombasa Port

The importance of Mombasa port as a major gate-way to Kenya and other neighbouring countries that are landlocked cannot be over-emphasized. Container handling volume at the port of Mombasa doubled from approximately 240,000 TEU in 2000 to approximately 480,000 TEU in 2006 while demand forecast indicates approximately 960,000 TEU in 2015 but as the port's annual handling capacity of 450,000 TEU is limited, the port needs to improve facilities for larger size containership, accessibility to the port and operational efficiency.

JICA has set out the following project outcomes:-

- Outcome 1: Improvement of Facilities and Functions at Mombasa port
- Outcome 1-1: Expansion of Cargo Handling Capacity



*Cargo ships docking at the Mombasa Port.*

- Outcome 1-2: Operation of Maritime Safety in the Coast Area
- Outcome 1-3: Improvement of Efficiency on Cargo Handling

The merger of JBIC and JICA in October 2008 saw the 'New JICA' take over management of the Project on Expansion of Mombasa Port. In Japan's Fiscal Year 2008, the loan was made effective paving way for project implementation. The project aims to construct a new container terminal at a site west of Kipevu Oil Terminal with an area of 100 ha in total. The New Terminal, whose construction of Phase 1 is planned to commence at the beginning of year 2010 up to 2015.

To improve operations and efficiency at the port, JICA initiated a number of capacity building activities which included:

- i. Regional training course formulation on port management in conjunction Yokohama Port
- ii. Group training course in Japan whereby Kenya Ports Authority (KPA) officers have a chance to receive targeted training in Japan.

#### 2. Mitigation of Traffic Congestion in Nairobi Metropolitan Area

Following the Master Plan study for transport in Nairobi Metropolitan area, JICA set out the objective to support projects to mitigate traffic congestion in the city. The set outcomes include:

- Outcome 2: Mitigation of Traffic Congestion in Nairobi Metropolitan Area
- Outcome 2-1: Expansion of Existing Roads' Traffic Capacity
- Outcome 2-2: Operation of the Appropriate Road Maintenance Works
- Outcome 2-3: Development of New Road Networks

Consequently the fact-finding preparatory mission on the construction of missing links 3, 6 & 7 project was in the country in August 2008. Some of the outcomes from the discussion between the Government of Kenya and the mission included, work plans on a Resettlement Action Plan (RAP) and Environmental Impact Assessment (EIA) on the project. A detailed design team will be dispatched from Tokyo between March-May 2009. Thereafter, it is expected that after necessary approvals, actual construction will commence in 2010. Meanwhile, the project on Specialized Roads Maintenance Management (SRMMU) comes to an end in March 2009 after running for three years. It is expected that Phase II of the project will start in Financial Year 2009.

### 3. Improvement of the International Trunk Roads

A mission team on inter-regional infrastructure development was dispatched from Tokyo to assist in development of JICA's strategy to regional infrastructure. Already, the "old JBIC" had planned co-financing plan for projects on regional basis. The Arusha – Namanga Road is an example that was supported through the African Development Bank.

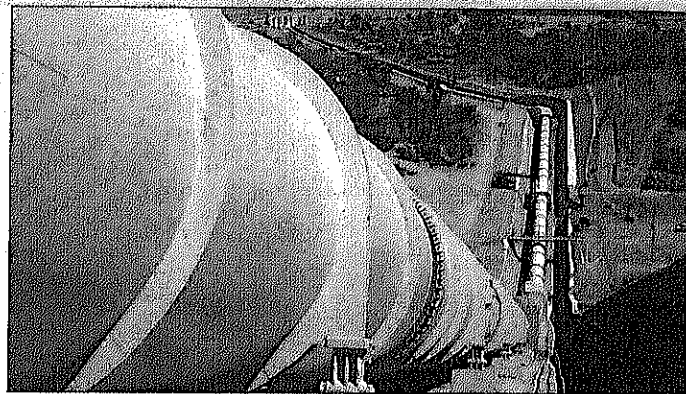
Outcome 3: Improvement of International Trunk Roads

Outcome3-1: Development of International Trunk Roads Network

Outcome 3-2: Operation of the Appropriate Road Maintenance Works

Outcome 3-3: Promotion of One Stop Border Post

Lessons from the improvement of the road maintenance management system project in Kenya are expected to assist in the improvement of international trunk roads.



*A long tunnel that channels water to Sondu/Miriu hydropower plant.*

## Supporting the Energy Sector

JICA continues to support energy resources development in Kenya. This includes hydro and geothermal power development. High level technology is employed to maximise the available potential without compromising the environment.

### Sondu/Miriu Hydropower Plant (SMHPP)

The main Sondu/Miriu Power Generation Station produces 60 megawatts. Unlike other hydropower projects in Kenya, SMHPP does not have a major dam and associated large reservoir but relies on the outlet water from the Sondu/Miriu Hydropower plant which is channeled back to the Sondu River thus reducing the environmental impact.

### Sango'ro Hydro Power Project

The Sango'ro Hydro Power Project (SHPP) is the third phase of Sondu/Miriu Hydropower plant. The project is being developed by KenGen and when completed in 2011, it will add 21.2 megawatts to 60 megawatts already produced from the main Sondu Miriu generation station. The tender for construction was awarded to Sino-Hydro Contractors of China. The project is substantially funded by JBIC now New JICA. The remaining funding is by KenGen.

### Renewable Energy

JICA in collaboration with UNIDO organized an International Seminar on 'Renewable Energy for African Rural Development' in October 2008. This seminar was planned to share relevant information, experiences, knowledge, among all stakeholders in order to promote further effective and efficient dissemination of renewable energies in Africa. It is hoped that JICA may consider commencing on a Renewable Energy project for rural development in Kenya in the near future.

# Addressing Challenges in the Environment and Water Sectors

JICA's support to the environment and water sectors hinges on the dynamic reform process and reflects the activities envisaged in Kenya Vision 2030. For example, concerns regarding environmental management, effects of climate change such as flooding, sustainable forest conservation and the enforcement of environmental regulations and standards are being addressed through the Project for Community-based Flood Disaster Management to Adapt to Climate Change in the Nyando River Basin, the Intensified Social Forestry Project in Semi-arid Areas and the Project for Improvement of Environmental Management Capacity in Nakuru Municipality and Surrounding Areas (NEMP). At the same time, support towards strengthening institutional capacity in environmental management and governance has been ongoing through training of counterparts in JICA projects and also key institutions such as the National Environmental Management Authority (NEMA).

The water sector is a key sector that is expected to support implementation of the flagship projects in all the pillars of Vision 2030. The need for dam construction for flood control and increase in water storage in River Nyando has been captured in the Masterplan produced by the Study for Integrated Flood Management in the Nyando River Basin. The Project for Augmentation of Water Supply System in Kapsabet town is also a good example of JICA's support to development of water supply infrastructure while improvement of water quality is a vital component of NEMP.

In 2008 year, the Government of Kenya submitted a record 11 proposals for Japan's assistance in the environment and water sectors in areas such as forestry research, solid waste management, water supply, flood management, and climate change. It is expected that

implementation of those that will be approved will contribute to the achievement of Kenya's Vision 2030..

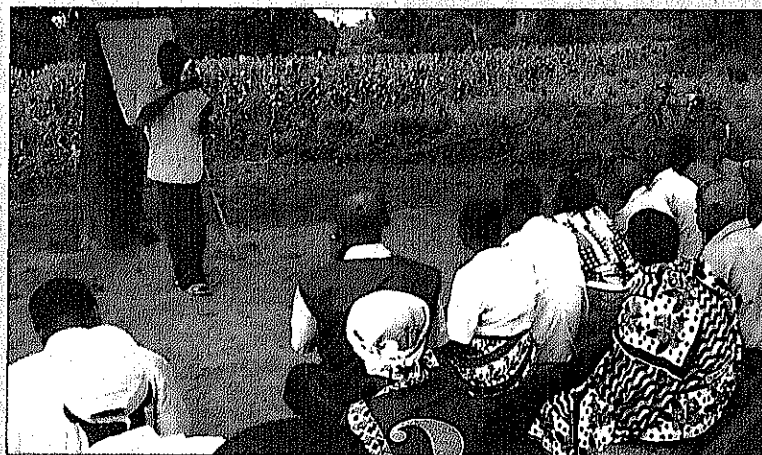
## Focus on Current Projects

### 1. Intensified Social Forestry Project in Semi-Arid Areas (ISFP)

The terminal evaluation of this project was carried out in July-August 2008. This project was started in February 2004 and is scheduled to end in March 2009. It is the latest in a series of interventions that JICA has been engaged in in the forestry sector since implementation of the Social Forestry Training Project (SFTP) from 1987 to 1997. The purpose of ISFP is to intensify social forestry in semi-arid areas in the country. The project was designed to be implemented through the innovative approach of adopting the Farmer Field Schools (FFS) methodology that originated in the agriculture sector to social forestry. This is the first such case in the world.

In this project, farmers are trained in social forestry and appropriate agricultural practices through FFS by Kenya Forest Service (KFS) staff for a period of 1.5 years. Some of those who graduate are competent enough to become facilitators and

Environment



*A member of Mtepeni FFS in Kilifi District explains to others the negative findings of the last Agro-Ecosystem Analysis (AES) for discussions and suggestions for possible solutions.*

are guided accordingly to start and run new FFS with backstopping from the KFS extension staff. These farmer facilitators will be the central pillars for sustainability of FFS since unlike KFS staff, they are residents of the areas they cover and hence cannot be transferred.

Although the project area is Kitui, Mbeere and Tharaka, through the institutional strengthening component, KFS was expected to start similar activities in seven other districts, namely, Rachuonyo, West Pokot, Meru South, Laikipia, Malindi, Kwale and Kilifi using their own budget. However, while officers in these areas were trained to run FFS, it was observed during the Terminal Evaluation that activities in these areas were disrupted due to staff transfers. Some of the key recommendations therefore were that:

- i. FFS is mainstreamed as an extension methodology within KFS
- ii. KFS to have its own FFS Master Trainers and all staff to be trained so as to ensure continuity in case of transfers
- iii. KFS to budget for and utilize farmer facilitators for expansion and sustainability of FFS.

Even though this project is soon ending, there is some very significant good news that may propel farmers in the project areas to a higher level of economic empowerment. KFS's application to the World Bank for the Japan Social Development Fund (JSDF) applied for by KFS was finally approved in November. This fund will be disbursed through the World Bank to facilitate farmers to enhance their economic status by networking through FFS in terms of information exchange and also marketing of both wood and non-wood forest products.

## **2. Third Country Training Program (TCTP): Regional Training Course on Enhancing Adoption of Social Forestry In Africa**

On 5th December 2008, the Minister for Forestry and Wildlife, Hon. Dr. Noah Wekesa, officially opened the final Regional Training Course in the third (four-year) phase of the Third Country Training Program (TCTP) implemented by KEFRI with assistance from JICA. The occasion was also attended by the Ambassador of Japan to Kenya, H.E. Shigeo Iwatani. This year, a total of 24 participants from 13 countries including Kenya attended the course which is designed to cater for participants from 18 countries.

The course whose purpose is to develop the individual capacities of participants drawn from countries in the East and Southern Africa region and their respective institutions in the area of social forestry has increasingly gained recognition. During the terminal evaluation of the Phase II, it was noted that special training programs had been organized on request for Malawi, Namibia, Tanzania and Ethiopia. Eritrea, Burundi and Lesotho had also expressed interest in the same. As a result, the Government of Kenya this year officially requested the Government of Japan for assistance in implementing a new phase entitled 'Mitigating Climate Change in Africa Through Social Forestry'.



*The final Regional Training Program course was officially opened by the Minister for Forestry and Wildlife, Hon. Dr. Noah Wekesa. In attendance was Ambassador of Japan to Kenya, H.E. Shigeo Iwatani.*

## **3. Project for Improvement of Environmental Management Capacity in Nakuru Municipality and Surrounding Areas (NEMP)**

The purpose of this project that commenced in February 2005 is to enhance the environmental management capacity of the Municipal Council of Nakuru in water-related areas. Key activities in this project include water quality monitoring through sampling and testing of factories effluent discharge, storm water, discharge from the sewerage treatment plants and rivers flowing into Lake Nakuru. The variety of possible sources of water pollution has necessitated concerted efforts by the main agencies whose mandates touch on various aspects relating to the water environment within Nakuru municipality. The Municipal Council of Nakuru (MCN) has the duty of enforcing their by-laws concerning pollution, the Nakuru Water



and Sanitation Services Company (NAWASSCO) is responsible for water quality testing and the Kenya Wildlife Service is expected to conserve Lake Nakuru which is affected by all water-related pollution in the watershed.

Although MCN is the official implementing agency, all three agencies have been collaborating through exchange of information and resources in trying to improve the water-related environment and they signed a Memorandum of Understanding in July 2007 to that effect. During the Joint Terminal Evaluation of this project, the three agencies once again came together in a workshop to review the project's progress and brainstorm on its sustainability. It was subsequently recommended that the agencies form a management committee for the laboratory and that both MCN and KWS commence paying for services rendered by NAWASSCO from January, 2009. On its part, NAWASSCO will utilize a budget specifically set aside for operation and maintenance of its Water Quality Testing Laboratory (WQTL).

One of the major achievements of this project is the accreditation of WQTL by the National Environmental Management Authority (NEMA). This means that results of water quality tests run by the laboratory can now be used for prosecution of polluters. At the same time, as the only accredited laboratory of its kind in the area, there is high potential for it to generate revenue for sustainability through greater utilization by other organizations.

Six counterparts have been trained through this project and it was agreed during the Terminal

Evaluation that the project be extended by a further period of 5 months so that Output 2 which focused on addressing the development and utilization of environmental management tools and mechanisms for enforcement is achieved.

#### **4. Development Study for Integrated Flood Management for the Nyando River Basin**

The final workshop for the Nyando River Water Resource Management Forum was held in December 2008 heralding the end of this study that has been continuing since its launch in July 2006. The objectives of this study were to produce a Master Plan for integrated flood management for the Nyando river basin and to develop the capacity of the Water Resources Management Authority (WRMA) and the affected communities in flood management. Pilot projects that included both structural measures such as construction of dykes, evacuation centre and raised evacuation roads, and non- structural measures for example, training on disaster management were also implemented. The final report which prescribes short, medium and long term measures has been prepared and all the five pilot projects completed. It is expected that all future projects in this basin related to flood management will be based on the Master-plan.

Another positive development arising from this study was the recognition of the need to mitigate the effects of climate change at the local level using the results of the study. In this regard, the Government of Kenya requested the Government of Japan for assistance to implement the Project for Community-based Flood Disaster Management to Adapt to Climate Change in the Nyando River Basin and as the study was being concluded, the Outline Design Mission for this project also carried out site surveys for 24 communities, held discussions with the relevant authorities and prepared the outline design.

#### **New Projects:**

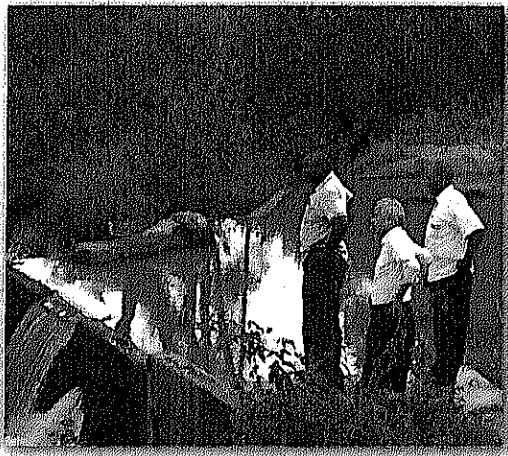
##### **1. Project for Augmentation of Water Supply System in Kapsabet Town**

This is a Grant Aid project poised to commence in 2009 which involves construction of a new water treatment plant, storage tank and the rehabilitation and expansion of the distribution network in Kapsabet town. It is expected that once



*Water Quality Testing by pupils at one of the water sources in Nakuru municipality.*

completed, it will adequately cater for the estimated population of 32,500 by 2015.



*Part of the existing intake for Kapsabet water supply. A new treatment plant will be constructed and equipped through the project.*

## 2. Project for Management of Non-Revenue Water in the Republic of Kenya

This project was adopted in 2008. A Preparatory Study Team dispatched to Kenya visited several Water Services Boards (WSBs) and Water Service Providers (WSPs). This was in addition to holding meetings with the Ministry of Water and Irrigation, Kenya Water Institute and the Water Service Regulatory Board to gather information in preparation for the dispatch of the Preliminary Design Team in January 2009.

The National Water and Sanitation Services Strategy prioritizes the reduction of unaccounted-for water which is indicated as a national average of 60%. Through this project, a few WSBs (ufw) and WSPs will be selected and the experiences of the Meru Water Supply Project implemented from 2002 to 2004 that led to the reduction of UfW from 70% to 24% will be utilized to improve their management of Non-Revenue Water (NRW). It is expected that the results of this project will be replicated in other WSPs and WSBs countrywide.

## Evacuation in Kano

The Assistant Chief of Central Bwanda Sub-location, in Nyando District paces uneasily outside a mud-walled, grass-thatched structure that serves as an evacuation centre in Kokwaro village. He is the chairman of the disaster management committee. Suddenly his cell phone rings. He quickly answers it, listens at first and then starts murmuring in a low voice to the caller as a grave expression crawls over his face. The person at the other end is a member of the local Community Based Organization (CBO) who had earlier been sent by the committee to check the river water level and found that the river had burst its banks!

The chairman quickly issues instructions to the committee members nearby to alert the villagers to prepare for evacuation. Before long, a faint lone voice is carried by the wind from a distance shouting rhythmically....."biuru dutto! Pi biror!!..... biuru dutto! Pi biror!!" (which in the local language means "everybody move! The floods are coming!!"). It is Mzee Ezekiel Omito, the villager who discovered that the water level had risen! Other voices join in from different directions and the cries get louder and louder as the escaping villagers approach the evacuation centre. Suddenly pandemonium reigns as villagers led by Mzee Omito appear from the direction of Miriu river carrying their belongings moving swiftly towards the centre. Others including schoolchildren and some carrying injured and groaning survivors on reed mats stream in from different directions hurrying along the partly raised evacuation road. An elderly couple carrying one of their goats wearily are the last to arrive. Red Cross personnel are busy at the centre attending to the victims. Some of the survivors seem to be in serious condition.

After a while, the panic subsides and relative calm returns around the evacuation centre. Unbelievably, it was all but a drill! So well was it executed that an unsuspecting passerby would have unknowingly been sucked into the action. The visiting observers are dumbfounded and marvel at the acting skills and enthusiasm of the villagers. "If only it happened like this in real life. So much loss would be avoided and lives saved!" comments one observer.

Evacuation drills were part of the scheduled activities for the pilot projects implemented under the Development Study on Integrated Flood Management for the Nyando River Basin. At this village (Kokwaro), an evacuation centre and evacuation road were constructed.

Perennial flooding is the bane of the lives of the vulnerable residents of the Kano plains. Implementation of the study will go a long way in solving this problem.



*Residents of Bwanda "evacuate" with their belongings.*

# Uplifting Kenya's Health Standards

The Kenya health sector recently underwent marked re-organization by the Government of Kenya. In May 2008, the then Ministry of Health was split to separate public health functions from those of medical services. The re-organization saw the establishment of two ministries – the Ministry of Public Health and Sanitation and the Ministry of Medical Services.

However, the government and development partners continued the implementation of the National Health Sector Strategic Plan II (NHSSP II), 2005/6-2009/10, developed by the former Ministry of Health. The strategy aims at reducing inequalities in health care and reversing the downward trends in health outcomes. JICA's assistance to the health sector fully supported the smooth implementation of NHSSP II by placing emphasis on two main program areas i.e HIV Prevention and Health System Strengthening.

In the meantime, the two ministries are developing their strategic plans in line with the 1st medium term plan of the Kenya Vision 2030. JICA will continue to cooperate with the two ministries in pursuing the goals of the Kenya Vision 2030 in line with improving the quality of life and health condition for the people of Kenya.

Overall in 2008, two Technical Cooperation projects were implemented with three long-term and six short-term Japanese experts assigned. In addition, an individual Japanese expert, one In-Country Training Program, three Third-Country Training Programs and two Grant Aid projects continued operations.

In the field of aid coordination, JICA maintained active participation in the health sector joint coordination structures and meetings, among them the health sector coordinating committee and the Country Coordination Mechanism of the Global Fund.

## Focus on Current Projects

### 1. The HIV Prevention Program

JICA has been implementing this Program since June 2006. The Program strategically combines various schemes of Japan's ODA that include; the

JICA Technical Cooperation project strengthening peoples' empowerment against HIV/AIDS (SPEAK), equipment supply (vehicles for Mobile VCT and IEC equipment), JICA volunteers (JOCV) and Grant Aid (provision of HIV rapid test kits). The aim is to contribute to increasing the uptake of HIV Testing and Counseling, which is an entry point for prevention as well as care and treatment.

The program is aligned to the Kenya National HIV/AIDS Strategic plan (2005/6 –2009/10) under the pillar of prevention of new infections.



*A JOCV at work at a mobile VCT.*

### SPEAK Project

The Strengthening People's Empowerment Against HIV/AIDS in Kenya (SPEAK) Project aims at annually increasing the number of Kenyans tested for HIV, especially the youth aged between 14 – 24 years in Kenya. The project provides technical assistance to National AIDS and STI Control Program (NASCOP) in the areas of planning for HIV testing promotion, assurance of the quality of HIV testing services, dissemination of appropriate information on HIV/AIDS and strengthening of the monitoring and evaluation system.

In March 2008, the Ministry of Public Health & Sanitation, NASCOP and JICA conducted the joint mid-term evaluation of the project to assess its progress, performance and achievements. The evaluation was conducted based on the five criteria relevance, effectiveness, efficiency, impact and sustainability, adopted by JICA from the Development Assistance Committee (DAC) of the OECD. The results from the evaluation revealed that:-

Health

- i. Tangible progress was made in the integration and roll out of M&E tools through provision of training (TOT) for 263 personnel at the district levels on the new integrated M&E tools (MOH 726/727).
- ii. The Project greatly contributed to the capacity building for NASCOP in developing policy and operational guidelines. As a result, the draft HIV counseling and testing national policy guideline and operational manuals for outreach VCT services were developed.
- iii. Through the Project's intervention, 285 sites out of 725 registered and eligible VCT sites applied for national accreditation and this surpassed the Project's target.

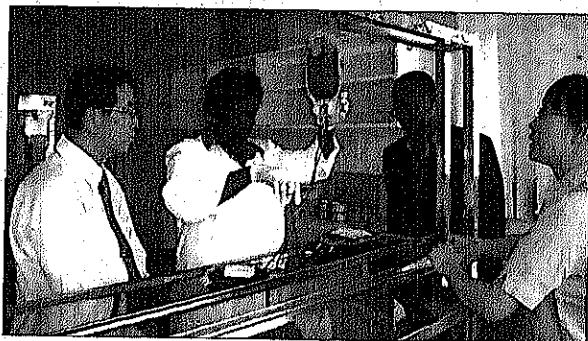
Overall, the progress made as at the mid-term of the Project was deemed as encouraging and satisfactory.

## 2. The Blood Safety ("MOTTAINAI") Project

This project implemented by the National Blood Transfusion Service (NBTS) aims to develop, demonstrate and apply as national standard, approaches for safe, appropriate and efficient use of blood products. These standards would be applied to other blood transfusion service institutions to promote blood safety in Kenya. In July 2008, JICA together with the Ministry of Medical Services and NBTS, carried out the mid-term evaluation of the Project.

The result of the evaluation study showed that;

- i. The linkage, communication and information sharing among National Blood Transfusion Service (NBTS), Regional Blood Transfusion Centre (RBTC) Nakuru and the three model hospitals, and among the hospital laboratory and wards in each model hospital were strengthened through the project implementation meeting



*Analyzing blood to ensure safety.*

- (PIM) and the hospital transfusion committee (HTC) at each model hospital.
- ii. As a result of the pilot on introduction of small volume packed red cells (small PRCs) for children, clinicians and nurses at Rift Valley Provincial General Hospital appreciated availability of PRCs for children and the associated benefits to avoid overdose of blood transfusion in children.
- iii. The theory of logistics management was introduced, various forms developed and utilized, resulting in remarkable improvement in stock control at RBTC Nakuru and blood banks at the three model hospitals. Supervisory visit to hospital laboratories from RBTC was started by using the checklist developed by JICA experts and counterparts.

## 3. JICA Expert on School Health

An Expert on school health was dispatched in March 2008, to the Division of Child and Adolescent Health; Ministry of Public Health and Sanitation. In preparation for his two-year assignment, the Expert, together with staff of the division, and the Ministry of Education worked to develop a joint work plan that will be implemented in Coast Province, in line with the national school health program. A number of health promoting schools will be established and activities on comprehensive school health introduced.



*Pupils being shown the importance of washing hands in schools to promote hygiene.*

## 4. In-Country Training on Improvement of Medical Engineering Capacity

The final course under the three-year program was completed in October, 2008. At the inception of the program in 2006, it was expected that this



training would result in efficient and effective management for medical equipment and in-country capacity building. Through this training, participants were expected to become more hands-on oriented health staff.

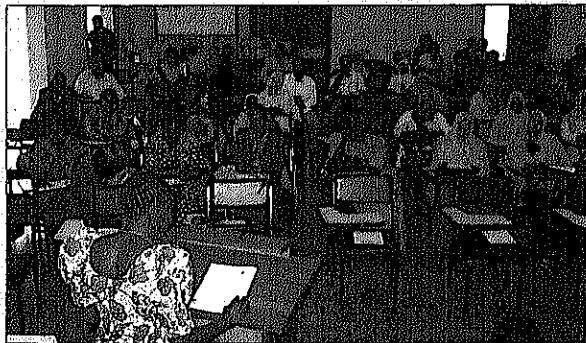
Over the three years of implementation, this program recorded full house attendance. A total of 99 medical engineering staff from several public hospitals countrywide benefited from this training at various levels. This level of participation was a demonstration of the importance and relevance of the program to the local conditions in Kenya.

This program includes a last session of training of trainers (TOT) on 5S principles for quality management. This 5S TOT will be implemented by the division of biomedical engineering with financial support from JICA, to be completed not later than March 2009.

#### **5. KMTC/JICA Third Country Training Program (TCTP) for Sudan**

This TCTP started in 2006 provided refresher training for nurses and training of VCT counsellors from Sudan. It aimed at enabling the health workers to offer improved quality of health care services and increase the uptake of VCT services in Sudan.

The third and last TCTP for Sudan was implemented by Kenya Medical Training College (KMTC) in Nairobi between July/August 2008. A total of 56 participants (28 for nursing and 28 for the VCT course) successfully completed this year's training. A TOT workshop for the nursing group was conducted in August 2008 to impart skills that would enable further dissemination of the TCTP outputs in Sudan. The evaluation of the TCTP is scheduled to be conducted in January/February 2009.



*A participant addresses colleagues and guests during the closing ceremony of the last TCTP for Sudan.*

#### **6. ESACIPAC/JICA Third Country Training Program (TCTP) on School Based Parasite Control**

The Eastern and Southern Africa Centre of International Parasite Control (ESACIPAC), was established at the Kenya Medical Research Institute (KEMRI) with the assistance of the Japanese government. Through support from JICA, the centre has implemented two courses under the TCTP. Participants to this program were drawn from the Ministries of Education and Health, involved in school health and nutritional programs, including school-based de-worming programs from participating countries in the region.

The second TCTP was held in March 2008. A total of 17 participants from seven countries attended the course. The course lectures were given by ESACIPAC and KEMRI scientists, backed by 8 external facilitators and a professor from Nagasaki University/KEMRI collaborative research project. The last TCTP is scheduled to be held in March 2009 at the same venue.

#### **7. 5S KAIZEN Pilot Project of the AAKCP**

The Asia/Africa Knowledge Co-creation Program (AAKCP) on Total Quality Management (TQM) for Hospital Services started with commitment dubbed ("Colombo Declaration") by delegates from eight African countries during their visit to Sri Lanka in March 2007. They committed to initiate pilot projects to demonstrate approaches to TQM based on the 5S principles developed in the Japanese manufacturing industry.

The pilot project in Kenya was implemented at Mathari Hospital, Nairobi. The Hospital Management Board and management staff was sensitized in August and September 2007. Other hospital middle level staff totalling 430 were also trained. The 5S Committee was established with membership from core hospital departments and implementation started in the pilot areas; Ward 8 male and the records department.

As a result of the pilot project, the cleanliness of the hospital grounds was enhanced, a customer service desk set up and work environment for staff improved through cleaning and proper arrangement of areas coupled with minor renovations. The male patient ward 8 was fitted with new linen, toilets and bathrooms routinely cleaned and well

maintained as well as the patient's dining areas. The records department was sorted out, cleaned and all necessary files rearranged and properly labelled on shelves for easy retrieval.

## New Projects

### 1. Strengthening Provincial Health Management in Nyanza Province

The aim of the project is to improve the responsiveness of the health system in the province, and enhance quality of health services. To achieve this objective, the project targets to strengthen the capacity and functions of the provincial and district health management teams.

In September 2008, JICA dispatched the preliminary evaluation mission for the project. During the mission, a two-day planning workshop was held in Nyanza province to provide members of the provincial and selected district health management teams with an opportunity to discuss the focus and structure of the Project. The participants identified several issues requiring intervention and categorized them into three areas namely: (1) Leadership, (2) Planning and budgeting, (3) Performance monitoring and evaluation. The process of project planning is at an advanced stage and the Records of Discussion R/D will be concluded to pave way for implementation.

### Major Events in the Sector in 2008

There were several major events in the health sector during the year in review that JICA was involved in, among them the following:

1. The HIV/AIDS Joint Annual Program Review, October 2008
2. The National HIV Counseling and Testing Week, 24th November– 1st December 2008
3. The World AIDS Conference in Mexico City, August 2008
4. The ICASA Conference in Dakar, Senegal, December 2008

## Dr. Were Receives Noguchi Award for her Medical Work in Kenya

*The Hideyo Noguchi prize was created in honor of Dr. Hideyo Noguchi, a prominent Japanese bacteriologist who died in Africa searching for a vaccine for yellow fever.*

The 1st Hideyo Noguchi Africa Prize for medical services was announced in Tokyo, Japan, in March, 2008 and the winners were Prof. Miriam K. Were of Kenya and Prof. Brian Greenwood of the United Kingdom. The inaugural presentation ceremony and the initial laureate lectures coincided with the Fourth Tokyo International Conference on African Development (TICAD IV), which was held in Yokohama, Japan.

The then Japanese Prime Minister Yasuo Fukuda, made the actual award presentation in the presence of the Japanese Emperor and Empress along with a large number of African Heads of State.

Prof. Were was honored in the Medical Services Category in recognition of her contribution in rural communities, developing and implementing innovative solutions to common health problems. Currently, she is involved in an on-going community-based building of public

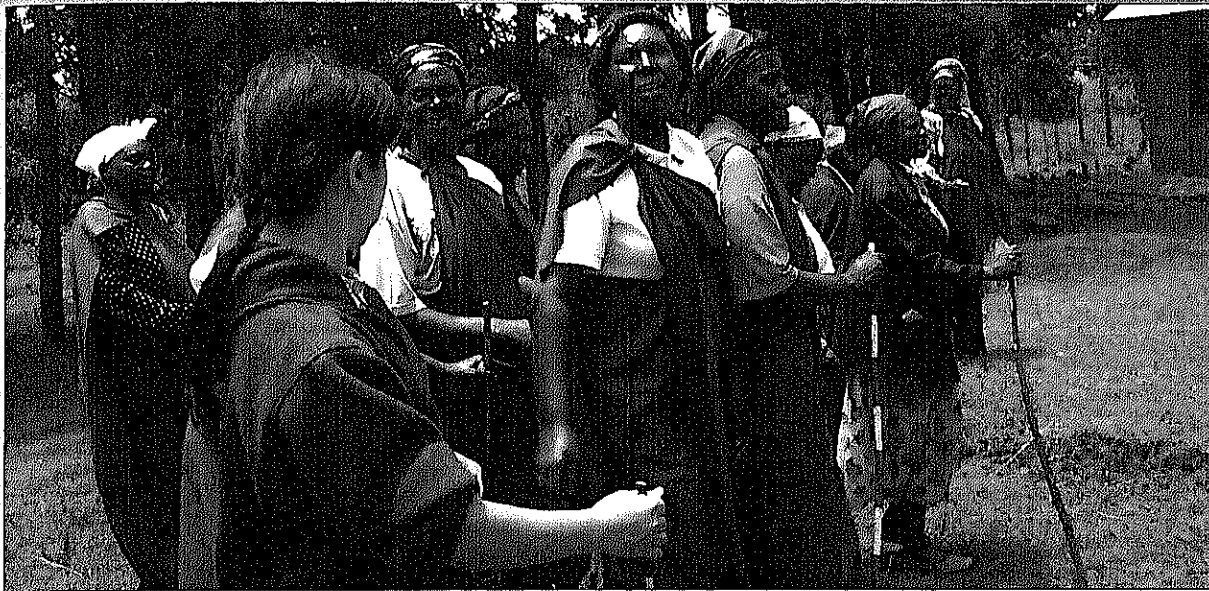


toilet facilities in local communities, improving hygiene and overcoming long-standing cultural taboos that are harmful to health. She has also raised the infant immunization rate through a system that organizes children into small groups to visit local clinics.

As the current Chairperson of Kenya's National AIDS Control Council, Prof. Were has provided a strong leadership and orchestrated a balanced HIV/AIDS response agenda that has enabled Kenya to consistently register a reduction in HIV prevalence and AIDS-related mortality in the past few years.

Through her work with African Medical and Research Foundation (AMREF), she has presided over the expansion of medical services to rural communities that has seen an increase in Kenya's national health budget by three times between 2003 and 2007. The award, officially named The Prize in Recognition of Outstanding Achievements in the Fields of Medical Research and Medical Services in Africa Awarded in Memory of Dr. Hideyo Noguchi, is managed by JICA.

*President of JICA, Dr. Sadako Ogata, and Prof. Miriam Were, discuss her work in the health sector which won her a coveted prize.*



*Women play a significant role in socio-economic development.*

# Human Resource Development

## Helping Develop a Globally Competitive Human Resource Base

The challenges and opportunities now facing African countries require that developing relevant capacities becomes one of their highest priorities. This involves not only creating the right human capacity for development management in the 21st Century but also putting in place a proper institutional framework for effective utilization of the created capacities. Capacity building is a comprehensive process, which includes the ability to identify constraints, and to plan and manage development. It involves both the development of human resources and institutions and a supportive policy environment.

According to Kenya Vision 2030, Kenya's global competitiveness will depend on the ability to create a human resource base that will be constantly subjected to re-training and access to technological learning. The Vision recognizes the role of science, technology and innovation (STI) in a modern economy, in which new knowledge plays a central role in wealth creation, social welfare and international competitiveness.

### Focus on Current Projects

#### 1. SMASSE

This is a Ministry of Education (MOE) JICA

Technical Cooperation project. It is a two-level cascade model of in-service education and training (INSET) which aims at making mathematics and science secondary teachers throughout the country more effective through use of student-centred teaching approaches. This is expected to upgrade Kenyan youth performance on these subjects and consequently enhance development of scientific and technological manpower needed for implementation of Kenya Vision 2030. Through Strengthening of Mathematics and Sciences in Secondary Education (SMASSE), JICA is assisting Kenya to overcome current challenges towards developing 'a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy' as visualized in the Vision 2030.

The Project was launched as a pilot project in nine Kenyan districts in 1998 at secondary school level and was expanded to include teacher colleges besides becoming a national program in 2003 due to its impact and demand. To effectively improve quality of training and INSET management, Kenyans continue being trained overseas, in Japan, the Philippines and Malaysia. Since 1998, 349 Kenyans have been trained overseas for this purpose. The number trained for the strengthening

National Trainers Trained Overseas	District Trainers Trained at CEMASTE A	Secondary Teachers Trained at District Centres	Secondary Principals Trained at CEMASTE A	District Education Officers	Qual-ity and Standard Officers	District Training Centres	College Tutors	INSET Managers Trained Overseas
66	1381	14,597	900	196	475	108	368	58

of mathematics and science education in Kenya is indicated on the table above.

Owing to the post-election violence that followed the presidential elections in 2007, some of the project planned activities were not implemented between October 2007 and March 2008. It became necessary therefore to extend the project from July 2008 to December 2008 and a new Record of Discussion between JICA and Ministry of Education was signed on 11th April 2008.



**Participants of the 8th SMASE-WECSA Regional Conference 4th ADEA WGMSE Steering Committee Meeting.**

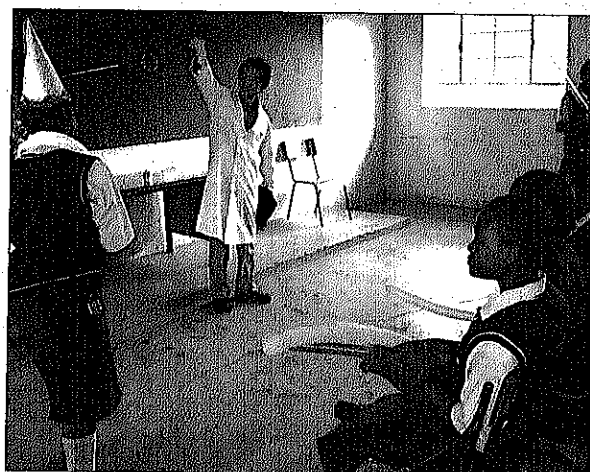
Since April 2008, the Project has continued to entrench its activities through monitoring and evaluation and subsequent in-servicing of mathematics and science teachers/tutors. The

project continues to hold sensitization workshops for principals and education personnel on mobilization, prioritization and utilization of resources for education in view of strengthening teaching of mathematics and science in Kenyan schools and teachers' colleges. The Project is

currently benefiting all secondary school students (over 1.18 million) and 22,900 teacher trainees in primary and diploma colleges.

In October 2007, SMASE terminal evaluation was conducted, interviewing all beneficiaries (INSET trainers, teachers and students) and education managers (principals and education officers) all of whom expressed satisfaction with outcomes of the project and strongly recommended the expansion of the Project to cover primary school mathematics and science teachers in the country. After the terminal evaluation, MOE requested the Japanese Government through JICA to extend and expand the Project for another five years. A SMASE Preparatory Team was dispatched to Kenya in September 2008 from Tokyo and held discussions and meetings with the relevant Kenya personnel and authorities. The Record of Discussion for extension and expansion between MOE and JICA was signed on 28th November 2008. The extended and expanded technical cooperation with MOE will include the strengthening of mathematics and science education (SMASE) in primary schools.

In addition to expansion of the Project to primary school teachers, it will include INSETs/ workshops for head teachers (primary and secondary), education administrators and quality and standard officers in the MOE.



**Students participate in a science experiment.**

*Quality of mathematics and science education is a critical ingredient and foundation of technological and industrial development.*



## A Milestone in the SMASSE (now SMASE) Project

In addition to strengthening mathematics and science in secondary education, the next phase of the Strengthening Mathematics and Science Education (SMASE) project will benefit all cadres of personnel dealing with science and mathematics in primary education and over 8.22 million primary school pupils. The sensitization and launching of SMASE workshop for stakeholders on the new phase SMASE (2009-2013) was held in November 2008 and was attended by 250 participants. The participants included all provincial directors of education, all district education officers, representatives of quality and standards officers and representatives of Headteachers' Association (primary and principals).

Due to SMASE Project's suitability in effective delivery of technical cooperation and its relevance and impact towards improvement of education quality and especially the mathematics and science education, the Project has been recognized by African countries and international organizations, namely NEPAD and ADEA among others. JICA in collaboration with MOE, and using SMASSE trainers, has been assisting a growing number of African countries (now 34 countries) through advocacy and training of their mathematics and science educators at CEMASTEAs besides helping in setting up SMASSE-type of INSET system in these countries. This is being implemented by JICA as part of Japan's commitment to the development of Africa as expressed during TICAD process since 1993 and reiterated in May 2008 at TICAD IV and articulated in the Yokohama Action Plan.

Due to its role and success in South-South Technical Cooperation in Africa, SMASSE Project was presented by the Permanent Secretary in the MOE at the 5th Annual United Nations Day for South South Cooperation and the Launch of the Global South South Development Expo on 16th-19th December 2008 at U.N. Headquarters/New York.

SMASSE has been recognized as an effective technical cooperation program for capacity development internationally and has been presented at international workshops on capacity development and on improvement of education quality. For instance, JICA sponsored study of INSET projects including SMASSE in Kenya in February-March 2008 and MOE presented the study findings to the international workshop on making technical cooperation (TC) for capacity development (CD) more effective in Bangkok, Thailand in October 2007 and in Tokyo, Japan in April 2008.

JICA in Kenya 2008

## 2. African Institute for Capacity Development (AICAD)

The African Institute for Capacity Development (AICAD) is a product of the second Tokyo International Conference for Africa Development (TICAD II) and was established in 2000. AICAD is supported by regional governments of Kenya, Tanzania and Uganda and Japan through JICA. AICAD's Vision is 'To be the Leading African Institution in Building Human Capacity for Poverty Reduction', and its Mission is 'To Link Knowledge to Application within Communities in Order to Reduce Poverty in Africa'.

During 2007/08, AICAD/JICA Project witnessed the formation of a newly constituted Governing Board (GB) with 13 members to replace the former bloated (27 members) Joint Coordinating Council (JCC) as the highest governing organ of AICAD. GB members, in particular JICA together with Permanent Secretaries in charge of higher education and finance ministries in the three East African countries have continued to offer invaluable financial support and advice to AICAD.

During the occasion of the first GB, the Basic Direction for AICAD/JICA Project Phase III was explained. This will be the final phase to complete JICA's large scale input to AICAD. In this context, JICA places much emphasis on the shift from creating and storing knowledge to application and dissemination of knowledge to communities to contribute to poverty reduction and socio-economic development in the region.

Some of the key achievements and challenges witnessed this year include:

- i. AICAD Headquarters Agreement was gazetted in the Kenya Gazette Vol. CX-No 16 of 22nd February 2008 as an International Organization Headquartered in Kenya. The change of status has enabled AICAD to enjoy full privileges and immunities that is granted to any international organization in Kenya.
- ii. AICAD Charter amendments were finalised. However, the amended Charter was sent to the respective regional governments for consultations and

- endorsement by the respective Chambers of the Attorney General in Kenya, Tanzania and Uganda.
- iii. During the second GB meeting held on 18th March 2008 in Dar es Salaam, Tanzania, AICAD Unified Program (UP) was approved. JICA already specified activities in the UP to which it will provide assistance. Also during this meeting, the GB approved re-naming of its committees from (i) Finance, Planning and Administration Committee (FPAC) into Finance and Planning Committee (FPC) (ii) Appointments Committee (AC) was renamed into Human Resource Management and Administration (HRM&A).
  - iv. With assistance of Performance Contracting experts from Ministry of Education, AICAD has embarked on implementing the Performance Contracting. In this connection, the third GB approved the Performance Contract Document between the GB and the Executive Director.
  - v. Early 2008, AICAD was privileged to receive very senior personalities as visitors among them, the Senior Vice-President of JICA Mr. Kenzo Oshima, whose visit was marked by a tree planting ceremony at the AICAD Headquarters.
  - vi. AICAD held its first AICAD Annual Members Forum (AMF) Meeting on 14th November 2008 at AICAD Headquarters, Juja, Kenya. The meeting brought together all AICAD Stakeholders especially the universities in the East African region which comprise the majority of members.

## Challenges

- i. After the completion of Phase III, AICAD is expected to sustain its operations in a self-reliant manner through expanding its fund-raising efforts and working with a variety of development partners, by consolidating proper reputation in disseminating knowledge and technology as well as working with relevant development partners.

### 3. JICA Strengthens the Capacity of Rural Women For Socio-Economic Development

Since 1994, JICA in collaboration with the Jomo Kenyatta University of Agriculture and Technology

(JKUAT) has been conducting a training program aimed at strengthening the capacity of rural women. The overall objective of the project has been to reduce poverty among rural communities by strengthening the capacity of women group leaders at the grass-roots. To date, over 650 women leaders have been trained and they continue to influence development activities to the rest of the women groups at the grass-roots in their social and economic activities. This training program has equipped the women with leadership, management, production and entrepreneurship skills that have enabled them to train others and lead them in their self-initiated development programs.

During the opening ceremony of the last course under this program in July 2008, Hon. Esther Mathenge, the Minister for Gender and Children Affairs noted that the course would go a long way in complementing her ministry's efforts to improve the status of rural women and consequently their contribution to the development of their communities and the country at large. At the same function, Prof. Esther Kahangi, the Deputy Vice Chancellor at JKUAT said "participants of the program had been well trained in among others, areas of Small and Medium Enterprise (SME) Management. This has helped in promoting the awareness of their rights and focusing more on special measures to increase access to credit in both rural and urban areas including access to the Women's Development Fund set aside by the President". She added that the university is keen to see the course extended due to the positive impact it has had on women and its relevance to the national development agenda.

The program's monitoring and evaluation activities and its terminal evaluations since 1994 have repeatedly shown that many women who have participated in the program have made positive contribution in their home and communities. Their role has contributed to poverty reduction in their areas.

### 4. Project on Crime Prevention, Protection and Rehabilitation of Vulnerable Children in Kenya-Phase II

According to Kenya Vision 2030, vulnerable groups in Kenya's context include, among others, orphans and children at risk. All these groups are

faced with multiple challenges in their daily lives, such as high levels of poverty and various forms of deprivation.

In this connection, the Yokohama Action Plan (YAP) under TICAD IV, recommends giving assistance efforts to protect the most vulnerable groups in society, in particular, through improved access to education to reintegrate in society children and adolescents affected by armed conflict.

The second phase of the Crime Prevention Project whose overall goal was to protect and support vulnerable children in conflict with the law to develop their full potential came to an end in October 2008. JICA Kenya Office commissioned Partnership Management Consultants (P-MAT) in July 2008, to carry out the Terminal evaluation of the project. The terminal evaluation report has been presented to JICA for consideration and is yet to be finalized for adoption.

The project objectives were:

- Enhance capacity building of Children Officers, Volunteer Children Officers and other officers within the Juvenile Justice System, to effectively deal with vulnerable children's problems in children institutions and within the community through training.
- Establish and strengthen networking and collaboration amongst the officers in the Juvenile Justice System.

During Phases I and II, JICA has been collaborating with United Nations, Asia and Far East Institute for the prevention and treatment of crime (UNAFEI) to provide technical assistance to Juvenile Justice System in Kenya. During the last annual official working period (July – September 2008) in Kenya, the UNAFEI professors assisted the Children's Department to accomplish the following activities:

- i. Children's officers in various rehabilitation schools were trained in Individualized Treatment Plan (ITP)
- ii. VCO's in Nairobi were trained in forming a VCO Association
- iii. Revision of the Voluntary Children's Officer's (VCO's) Manual was finalized
- iv. Code of Conduct for VCO's was drafted
- v. National Technical commitment discussed the preliminary final evaluation report, and suggested the way forward using the instruments of Project Cycle Management (PCM)

vi. Revision was done on National Standards (NS).

## 5. Long-Term Expert Project in Skills Training Ends

Ms. Asako Sato, JICA Long-Term Expert working with Children's Department since September 2006 on 'Skills Development Project in Rehabilitation Schools' left for Japan in September this year after completing two successful years in Kenya.

During her tenure, a total of 292 Children from Kirigiti, Kabete and Wamumu Rehabilitation Schools graduated with skills in Baking, Soap-making and Wood work. The children can start their own income-generating projects upon release.

In this project, JICA assisted by buying the necessary equipment and paying the resource persons from neighbouring polytechnics. The GOK provided the consumables.

Now without JICA's support, GOK has allocated a budget to the Children's Department during this quarter to scale up the training in four other different rehabilitation schools including additional skills training courses.

## Calendar of Events

- i. 18th March 2008: 2nd AICAD Governing Board Meeting in Dar es Salaam
- ii. 18th April 2008: Special AICAD Governing Board Meeting, in AICAD HQs
- iii. 18th-20th August 2008: National Technical Committee Meeting for Juvenile Justice Project at CORAT Africa
- iv. 1st September 2008: End of JICA long term Expert project on Skills Training
- v. 12th Sept 2008: 3rd GB Meeting in AICAD, Nairobi
- vi. October 2008: Terminal Evaluation of crime prevention, protection and rehabilitation of vulnerable children to Kenya
- vii. 25-28th November: sensitization and Launching of SMASE workshop for stakeholders
- viii. 16-19th December: Presentation of SMASSE at the Annual United Nations Day for South-South cooperation.

# Japan Overseas Cooperation Volunteers (JOCV)



*JICA Volunteers spend two years in developing countries living and working with the local people while taking part in development activities.*

## JOCV and Senior Volunteers Program

Japan Overseas Cooperation Volunteers (JOCV) and Senior Volunteers (SV's), are principal programs of JICA established with the aim of recruiting individuals from Japan to work in developing countries to assist in socio-economic development programs. The enrolled volunteers are professionals who have been trained and qualify in a variety of technical disciplines and are eager and willing to make good use of their skills and experience to empower indigenous people while taking part in development activities. With their technical expertise the volunteers are able to develop and implement the most useful forms of technology transfer.

In line with its operations, JICA has continued to dispatch volunteers in the key areas of development namely Health, Agriculture, Education, Human Resource Development, and Environment. At the beginning of 2008, JICA had a total of 56 JOCV's with an addition of 24 more dispatched in the course of the year. This sharp decline as compared to the previous year was as a result of the post election violence experienced at the beginning of 2008. Rift Valley, Western and Nyanza provinces were to be the highest recipients of volunteers,

mostly in the area of HIV/AIDS but unfortunately this goal was not realized as only 19 out of the 31 volunteers evacuated to Japan returned to Kenya to continue with their activities in their old/new assignment stations. Twelve volunteers successfully completed their assignment and returned to Japan. Despite the setback, a lot has been accomplished as mentioned below:

### Promotion of Industry and Vocational Training

Through its volunteer program, JICA has assisted the government of Kenya towards achievement of its Millennium Development Goals through industrialization. In this respect, JICA currently has eleven volunteers in the field, contributing towards human resource development for future needs. Some of the volunteers are attached to national training institutions such as the National Youth Service, Youth Polytechnics, and Technical Training Institutes in various technical capacities while others are working at the National Museum as technical staff with the aim of improving technical skills of their colleagues in the installation of high level network systems.



Whereas the volunteers teach both theory and practical in subjects such as electronics, automobile mechanics and computer technology, they place more emphasis on practical to improve the students' technical skills. This expertise is not only imparted to the students but is shared with other teaching staff in their respective fields. From recent findings it was noted that schools are in dire need of assistance in computer literacy and hence JICA has responded by increasing the number of volunteers in this area.

### **Support to Primary and Secondary Education**

JICA has maintained the highest number of its volunteers in the education sector since inception of the JOCV program. Volunteers are dispatched to various primary and secondary schools throughout the country to work as teachers. They are licensed in Japan and experienced in the profession of teaching mainly in mathematics and science subjects. In secondary schools JOCV in collaboration with fellow teachers who have undergone training through SMASSE INSET, strive to improve their delivery methods in order to create more interest in Math and Science subjects. In primary schools, the volunteers teach other subjects like Physical Education and introduction of the Japanese culture and history to students who in turn get to appreciate and embrace new cultures.



*Ms. Anoyama, a JOCV, helps students during one of her classes.*

### **Support to Agriculture and Rural Development**

Agriculture remains the most important economic activity in Kenya and as such farmers working in rural areas are important partners in this key sector. In support of this, JICA has dispatched volunteers to work in Agriculture Training Centers (ATC's)

to assist in the maintenance of demonstration farms at the centres as well as outreach activities to survey and identify training needs to transfer technology to farmers who are in need. They are also engaged in vegetable growing at the centres. Some volunteers are also posted to work in various communities as rural development officers. They are assigned to District Social Development Offices, Non-Governmental Organizations and Community Based Organizations to support the activities of the communities they work for. The volunteers participate in initiating community group activities and income generating activities by introducing better methods of facilitation for group work as women groups, local business groups, youth groups etc.

### **HIV/AIDS and Health**

#### **Support to HIV Prevention**

HIV/AIDS still remains a burden in Kenya affecting not only the nation's health status but also its economic and social development. Based on the perspective of Human Security, JICA has been addressing the issues of HIV/AIDS through collective efforts (Read more on JICA's HIV Prevention Program on page 19).

JOVC members have been dispatched to District Medical Offices of Health to work with District AIDS and STI Coordinators (DASCO). The volunteers support DASCO and other health staff to enhance HIV Counselling and Testing (HCT) services through coordinating mobile VCT and giving counselors and health staff advice on improvement of service quality.

The volunteers also collaborate with local youth groups to conduct HIV prevention education in schools and to the community. A volunteer attached to Kenya AIDS NGO Consortium (KANCO) has been supporting one of KANCO's project targeting youths on HIV prevention and promoting school peer education program. Since the needs of supporting HIV/AIDS vary, the JICA Volunteer Program has tried to respond to a variety of requests wherever possible rather than restricting itself to HIV prevention only. For instance, a volunteer skilled in dress-making has been working for a Community Based Organization (CBO) in Meru which provides several services on HIV/AIDS prevention and care to give vocational training to young women affected by HIV/AIDS.