

ケニア共和国
少年保護関連職員能力向上プロジェクト
終了時評価調査報告書

平成 25 年 12 月
(2013 年)

独立行政法人国際協力機構
ケニア事務所

ケニ事
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13-005

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序 文

日本国政府はケニア共和国政府の要請に基づき、ジェンダー・児童・社会開発省児童局を実施主体とする技術協力プロジェクト「少年保護関連職員能力向上プロジェクト」を2009年10月より4年間の協力期間で実施することを決定しました。

2013年10月のプロジェクト終了を控え、プロジェクト活動の実績、成果を評価、確認するとともに、今後のプロジェクト活動に対する提言及び今後の類似事業の実施にあたっての教訓を導くことを目的として、JICAはケニア共和国側と合同で、2013年7月16日から8月1日にかけて終了時評価を行いました。

本報告書は同調査の結果を取りまとめたものであり、今後のプロジェクト展開に広く活用されることを期待します。

ここに、本調査にご協力いただいた両国関係者の皆様に深い謝意を表すとともに、プロジェクトの発展に向けて、引き続き一層のご支援をお願いする次第です。

2013年12月

独立行政法人国際協力機構

ケニア事務所長 江口 秀夫

ケニア国「少年保護関連職員能力向上プロジェクト」

終了時評価調査報告書

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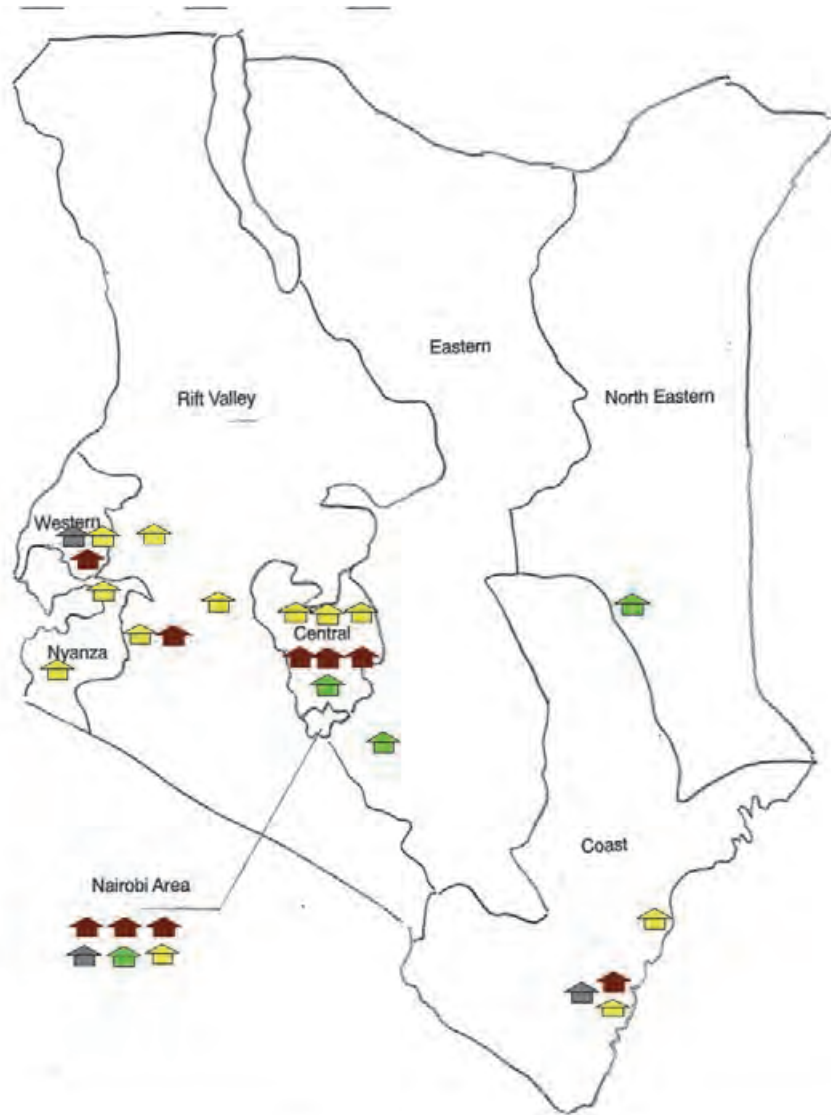
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7. ケニアの少年司法制度に対する国連アジア極東犯罪防止研修所の支援活動について

地図



州	児童救護所	児童拘置所	更生院	矯正院	少年刑務所
ナイロビ	ナイロビ	ナイロビ	ケダスル カベテ		カミティ
セントラル	ティカ	キャンブ ニエリ	ダコレッティ キリギティ ワムム		
リフトバレー		ムランガ ナクル エルドレット	オタヤ		
ニャンザ		ケリチョ キスム	ケリチョ		
ウエスタン		マンガ カカメガ	カカメガ	シクサ	
コースト		リヨニ マリンディ	リヨニ	シモラティワ	
イースタン ノースイースタン	マチャコス ガリッサ				

児童救護所：Child Rescue Centre、少年鑑別所：Children Remand Home、更生学校：Rehabilitation School、少年院：Borstal Institution、少年刑務所：Youth Corrective Training Centre (YCTC)

写真



1. NIT キックオフ会議
(2013年7月17日)



2. 直属上司インタビュー
(保護局・於キスム)



3. 合同評価メンバー
(於キスム)



4. 研修生インタビュー
(裁判所)



5. 研修生インタビュー
(少年院)



6. 研修生インタビュー
(児童専門官)



7. 研修生インタビュー
(警察)



8. NIT 会議
(2013年7月24日)



9. NIT 会議
(2013年7月24日)



10. SC 会議
(2013年7月29日)



11. JCC 会議
(2013年8月1日)



12. ミニッツ署名・交換

略語

略語	英文	和文
CCPOs	Child Care and Protection Officers	少年保護関連職員
C/P	Counterpart	カウンターパート
CPU	Child Protection Unit	児童保護ユニット（警察）
DCS	Department of Children's Services	児童局
DFID	Department for International Development	英国国際開発省
GoJ	Government of Japan	日本政府
GoK	Government of Kenya	ケニア政府
ITP	Individual Treatment Plan	個別的処遇計画
JCC	Joint Coordinating Committee	合同調整委員会
JICA	Japan International Cooperation Agency	独立行政法人国際協力機構
JTI	Judiciary Training Institute	裁判所研修所
JJAs	Juvenile Justice Agencies	少年司法関連機関
Ksh	Kenyan Shilling	ケニアシリング
M&E	Monitoring & Evaluation	モニタリング・評価
M/M	Minutes of Meetings	ミニッツ、議事録
MGCSO	Ministry of Gender, Children and Social Development	ジェンダー・児童・社会開発省
MOU	Memorandum of Understanding	合意書
MTR	Mid Term Review	中間レビュー
NCAJ	National Council for Administration of Justice	国家司法行政諮問委員会（評議会）
NCCS	National Council for Children Services	国家児童サービス諮問委員会（評議会）
NIT	National Implementation Team	全国実施チーム
OJT	On the Job Training	実地研修・OJT
PC	Performance Contract	パフォーマンス・コントラクト
PD	Project Director	プロジェクト・ディレクター
PDM	Project Design Matrix	プロジェクト・デザイン・マトリクス
PM	Project Manager	プロジェクト・マネジャー
POO	Plan of Operation	運営計画
R/D	Record of Discussion	討議議事録
SC	Steering Committee	運営委員会
SIDA	Swedish International Development Cooperation Agency	スウェーデン国際開発協力庁
TA	Thematic Area	セマティック・エリア（分野）
TNA	Training Needs Assessment	研修ニーズアセスメント
TOT	Training of Trainers	トレーナー研修
UNAFEI	The United Nations Asia and Far East Institute for the Prevention of Crime and	国連アジア極東犯罪防止研修所

	the Treatment of Offenders	
UNAFRI	The United Nations African Institute for the Prevention of Crime and Treatment of Offenders	国連アフリカ犯罪防止研修所
UNCRC	The United Nations Convention on the Rights of the Child	児童の権利に関する条約（子どもの権利条約）
UNICEF	The United Nations Children's Fund	国連児童基金
VCO	Volunteer Children Officer	児童保護司
YCTC	Youth Corrective Training Centre	少年刑務所

評価調査結果要約表

1. 案件の概要	
国名：ケニア共和国	案件名：少年保護関連職員能力向上プロジェクト
分野：法・司法	援助形態：技術協力プロジェクト
所轄部署：JICA ケニア事務所	協力金額（評価時点）： 1.48 億円
協力期間	2009年10月5日～2013年10月4日（4年間）
	先方関係機関：ジェンダー・児童・社会開発省児童局 ¹
	日本側協力機関：国連アジア極東犯罪防止研修所（UNAFEI）
	他の関連協力：－
<p>1-1 協力の背景と概要</p> <p>ケニア国では約 240 万人の孤児、30 万人を超えるといわれるストリートチルドレン等、劣悪な環境に置かれ特別な配慮を要する児童や犯罪少年の増加が大きな社会問題となっており、特に、2007 年の選挙後の混乱により特別な配慮を要する児童数は激増している。同国の長期開発戦略である Vision2030 においても解決すべき重要な課題の一つとして位置づけられており、政府は 2001 年児童法の施行以降、特別な配慮を要する児童の保護や支援に取り組んでいるが、資金・人的制約のため支援の恩恵が行き届いていないのが現状である。そのため、適切な支援を受けられないまま放置された児童が生き延びる術として非行・犯罪に追い込まれるケースが多く、福祉・少年司法の二領域に係る適切な支援が必要とされている。また、ジェンダー・児童・社会開発省児童局（以下、児童局）内のみならず警察や裁判所といった関係機関の連携・情報共有不足により、各機関にて収容される児童に対し、一人ひとりの問題性やニーズに合致した処遇が行われていないという課題もある。</p> <p>これまで JICA は、「青少年犯罪防止及び処遇制度改善プロジェクト」（2003 年 4 月～2006 年 3 月）、「特別な配慮を要する子供の犯罪防止、リハビリテーション及び保護プロジェクト」（以下、前プロジェクト）（2006 年 6 月～2009 年 3 月）を実施してきた。前プロジェクトでは、特別な配慮を要する児童が、犯罪傾向等の相違点について考慮されることなく少年鑑別所や更生学校に混在した形で収容されていたことに対して、再犯危険度等により収容を区分して処遇を行うガイドライン及びマニュアルを作成した。また、児童保護司を適正に採用し、社会において支援が必要な児童の個別の問題に適切な措置が取れる環境を整えるためのマニュアルづくり等の協力を行ってきた。しかし、現在ケニア国には前プロジェクトで培われた知見・技術含め、少年保護を扱う関係職員が最低限必要な知識・技能を得るための研修体制・制度がなく、多くの児童専門官が十分な知識のないまま地方で活動をしているのが実態である。</p> <p>かかる状況のもと、ケニア国政府は前プロジェクトの成果を踏まえ、児童・少年保護関連職員（特に児童専門官）への研修実施体制構築のための協力を我が国政府に要請し、これを受けて JICA は、2009 年 10 月から 2013 年 10 月までの 4 年間の予定で「少年保護関連職員能力向上プロジェクト」</p>	

¹ 総選挙（2013 年 3 月）後の省庁再編に伴い、ジェンダー・児童・社会開発省は改編され、児童局は 2013 年 7 月に労働・社会保障サービス省に組み入れられた。

を実施中である。

1-2 協力内容

(1) 上位目標

関連5機関の少年保護関連職員²によるサービスが向上する

(2) プロジェクト目標

少年保護関連職員の基準人材像³に向けた研修実施体制が開発される。

(3) 成果

- 1) 少年保護関連職員の基準人材像が作成される
- 2) 少年保護関連職員研修の質がパイロット研修の Plan-Do-See プロセスを通じて向上する
- 3) 少年保護関連職員研修の運営体制が確立する

(4) 投入 (評価時点)

日本側: 総投入額 1.48 億円

長期専門家派遣: 1名 機材供与: 4,618 千円
短期専門家派遣: 8名 ローカルコスト負担: 28,878 千ケニアシリング
研修員受入: 52名

相手国側:

カウンターパート (Counterpart: C/P) 配置: 49名
土地・施設提供: プロジェクトオフィス
ローカルコスト負担: 1,719 万ケニアシリング⁴

2. 評価調査団の概要

調査者	1. 総括: 江口秀夫、JICA ケニア事務所 所長 2. 協力企画: 木村 聖、JICA ケニア事務所 所員 3. 少年保護: Mr. Evanson Njenga、JICA ケニア事務所 在外専門調整員 4. 評価分析: 荻野 有子、株式会社コーエイ総合研究所 主任コンサルタント	
調査期間	2013年7月16日 ~ 2013年8月1日	評価種類: 終了時評価

3. 評価結果の概要

3-1 実績の確認

(1) 成果 (アウトプット)

² 少年保護関連職員: 児童局、保護局、矯正局、警察、裁判所等の政府機関又は政府が認可した機関等に所属し、要保護児童又は非行・犯罪少年の福祉、教育及び司法手続に関わる者を指す。なお、本プロジェクトの関連文書ではこれまで「保護観察局」、「刑務所」を用いてきたが、本報告書では用語の見直しを行い、それぞれ「保護局」「矯正局」に改めたうえで用語の統一を図っている。

³ 基準人材像: 必要不可欠な知識、技能及び態度を身に付けた少年保護関連職員

⁴ 本金額は、4機関(児童局、保護局、警察、矯正局)の合計金額に、裁判所による第2グループの第3課程研修費用負担額のみを加えた数字。裁判所から詳細情報を入手することはできなかったが、この他にも、運営コスト支援もしている。

<p>成果 1: 成果1は既に達成済みである。少年保護関連職員の基準人材像の要素は明確にされており、少年保護関連職員の評価基準も開発された。</p> <p>成果 2: 成果2の達成度は部分的である。研修リソースの開発は達成されたものの、第3グループ研修の遅延により研修実施関連指標は達成されていない。</p> <p>成果 3: 成果3は達成済みである。ただし、第3グループの研修を実施しながら、全国実施チーム（National Implementation Team: NIT）／事務局がマニュアルを試行することは、プロジェクト期間内には達成される見込みが低い。また、マニュアル作成以外にも、運営体制確立にかかる指標も別途設定しておくことが望ましかった。</p> <p>(2) プロジェクト目標 プロジェクト目標は、第3グループ研修の遅延ならびに持続的な研修のために実現可能な計画未策定であることから、達成される見込みが低い。</p> <p>(3) 上位目標 上位目標はプロジェクト終了後に検証されるものであるが、既に研修生によるサービス向上が見られる。</p> <p>3-2 評価結果の要約</p> <p>(1) 妥当性 妥当性は、以下の理由により「高い」と判断される。</p> <p>1) <u>政策・ニーズとの整合性：高い</u></p> <ul style="list-style-type: none"> ● Kenya Vision 2030の政策の柱として、ケニア社会における法令の順守と個人の人権・自由を守る政治の遂行を掲げている。国家児童政策(National Children’s Policy)には、子どもの権利条約(1989年)に基づく目標が設定されており、児童法(Children Act)の実践も、政府のコミットメントとして示されている。 ● プロジェクトは、日本の対ケニア共和国別援助方針(2012年4月)とも合致しており、事業展開計画においては優先分野である「人材育成」に含まれている。 ● 5機関とも、児童・少年の問題を扱う本研修制度のような包括的な研修プログラムがないため、研修制度開発のニーズが高い。 ● 本プロジェクト期間中に輩出した修了者数は5機関合計でも102名に過ぎないことから、5機関合同による研修ニーズは、今後も継続してある。 <p>2) <u>プロジェクト・アプローチの適切性</u></p> <p>2)-1 5機関合同による研修制度構築：野心的であったが最終的に実現した</p> <ul style="list-style-type: none"> ● 調整コストの増大にもかかわらず、現場におけるギャップを埋め、5機関の職員による連携強化の道を拓く上で、大きな成功をもたらした。 ● 研修の質を高める上で効果的であった。各機関の知識とリソースを最大限活用することにより、質の高い研修教材・講師の育成などに資するものであった。

- 中間レビュー時には、全3モジュールを5機関合同で実施する研修体制を改め、5機関共通のモジュールと少年保護・更生が主要業務である3機関を対象とするモジュールとに分けるよう提言したが、児童局以外の関連4機関のコミットメントの増大や、裁判所改革の中で裁判所にとって本研修の意義が高まるといったような、新たに現れた好ましい環境変化を考慮すると、5機関合同研修体制の継続を追求することは、研修の意義を維持する上では望ましいと考えられる。

2)-2 理論のモジュールサイクルと実習との組合せから構成される研修制度の構築：効果的かつ適切

- 理論のモジュールサイクル（第1～第3課程）と実習との組合せから構成される本研修は、効果的であり適切である。実習に関連した数々のサクセスストーリーがある。
- 日本の本分野における職員育成の際に取り入れているOJTスーパーバイズ制度をケニアの状況に即した形で導入したことは、非常に効果的であった。

2)-3 当該分野における長期支援の出口戦略：効果的かつ適切

- 本プロジェクトは、長年に亘る両国政府の少年司法分野における支援の総括（出口）として計画されたが、出口戦略として効果的かつ適切であった。日本の少年司法制度の紹介という導入段階から始まり、制度構築からその運用化・強化へと支援の目的・内容は進化してきた。先行する協力を基盤として本プロジェクトが形成され、最終的に過去の成果物も統合して少年保護関連職員に必要な研修リソースを開発し、研修制度の開発・構築を行った。

(2) 有効性

有効性は、以下の理由により「中程度」と判断される。

1) プロジェクト目標の達成見込み:持続性を確保する実行可能な計画なくして達成されない

- PDM指標に照らすと、プロジェクト目標は達成できない見込みだが、成果（アウトプット）の貢献度を分析すると、明確な基準人材像の要素と、それに基づく評価基準とともに開発された研修制度自体は、高品質であり、研修リソース（教材、人材等）開発を含み、効果的な研修実施体制が開発された。最も重要である、持続性の確保に向けた実行可能な予算・人事・運営メカニズムの計画はまだ策定されていない。

2) 外部条件の影響：影響がみられる

- 新憲法に即した行政改革については、カウンティ制度⁵はまだ移行段階にあることからその影響を判断することはできないものの、既に複数の機関で予算削減や活動の遅延などが見られる。
- 2013年3月の総選挙後に行われた省庁再編は、本プロジェクト関係機関の中では、特に本プロジェクトR/Dの署名機関であるジェンダー・児童・社会開発省と主要カウンターパートである児童局への影響が大きかった。同省は改編され、児童局は労働・社会保障サービス省に組み入れられた。

⁵ 新憲法に即した分権化政策施行により、行政区分の変更とともに全国8州(Province)から47カウンティ(county)制度に移行した。

(3) 効率性

効率性は、以下の理由により「**中程度**」と判断される。

1) 成果（アウトプット）の達成度：成果1・3は達成済み／成果2の達成度は部分的

- 成果1・3は達成されたものの、成果2の達成度は部分的で、これは、プロジェクト目標の達成にも影響を与えた。

2) 投入：ケニア政府予算に課題

- ケニア政府予算は計画に比べて不十分であり、また支出のタイミングの観点からも問題であり、結果、活動の遅延をもたらした。ただし、児童局以外の関連4機関については、中間レビュー以降財政的な貢献を増やしていることは認められる。

3) コスト効率性：金額の効率性は判断できないが効率性を高めるデザインの工夫がある

- 研修費用については、他に比較できる類似研修がないため、この金額のコスト効率性については判断できない。
- 実地研修は職場の実務の一環として実施できることに加え、実地研修を通じて行われているネットワーキング活動では、必ずしも複数の研修生がいない地域でも、他機関を巻き込んでいること、また、研修の成果が参加者個人に留まらず、所属機関内で同僚や上司等へ共有され業務改善に役立てられていること、さらには、所属機関を超えて他機関や他のステークホルダーへも波及していることなどは、効率性を高めている。

(4) インパクト

インパクトは、以下の理由により「**中程度**」と判断される。

1) 上位目標の達成見込み：プロジェクトで構築した研修自体は上位目標に繋がる見込みが高いが、**研修運営体制の将来像が不明確であるため、中程度**

- 研修生によるサービス向上は既に見られている。もし本研修が、5機関合同により、集合研修（理論）と実習ならびに直属上司への働きかけといった要素を維持した上で、継続して実施されることとなれば、上位目標の達成見込みは潜在的に高いと見られるが、プロジェクト終了後の運営体制に関する、実行可能な予算・人事・運営メカニズムの計画はまだ策定されていないことから、上位目標の達成見込みは中程度と判断される。

2) 波及効果：**正の効果がある**

- いくつかの関連機関では、既存の研修プログラムに本研修のカリキュラムを反映させている。
（例：警察アカデミーや、保護局で設置予定のディプロマプログラム）
- 本プロジェクトの影響により、3機関共同で施設からコミュニティ・家族へ戻る際の社会復帰の手続きを中心とした継続的処遇・アフターケアに関するガイドライン作成が進められている。

(5) 持続性

持続性は、以下の理由により「中程度」と判断される。

1) 政策・制度・組織面: 良好な政策・制度環境は継続見込みであるが、研修運営体制の将来像は不明確

- 関連する国家政策・制度上は全般的に良好な状態が続くと見られる。分権化や、ジェンダー・児童・社会開発省の改編と児童局の労働・社会保障サービス省への移管による長期的なインパクトについては、現時点で見通しが立たないが、持続性に影響を与える脅威となる可能性がある。
- 少年保護関連職員研修の将来的な運営体制はまだ明確になっていない。プロジェクト終了まで2カ月しか残されていないことを考えると、持続性の観点から問題があると言える。

2) 財政面: 不確実

- 財政的な持続性については、現時点においても、本プロジェクト向け予算枠が確保されていないことや、分権化の課題もあることから、全5機関とも不確実な状況である。

3) 技術面: NITメンバーの能力は開発され既に示されてされており、能力強化の継続可能性は高い

- NITメンバーは、自分たちで研修を実施していけるだけの技術的な能力をほぼ身に付けたとみられる。既に実践の中で示されているように、技術面では、少年保護関連職員研修を実施してゆくことが可能と見られる。また、分権化や省庁再編後も、これら人材が継続して少年保護を扱う関係機関に留まることが想定されることから、持続性は高いと判断される。

3-3 効果発現に貢献した要因

(1) 計画内容に関すること

- 試行研修の実践経験を通じてNITメンバーの能力開発を行うとした計画は有効であった。研修制度開発ならびに運営サイクル上の一連の活動を主体的に行ったことは、能力向上の方法として効果的であるとともに、本研修制度への強いオーナーシップを醸成した。
- 5機関合同の実施体制としたことは、研修の効果を高めることに大いに貢献した。また、単独の機関に比べて調整コストが増大することから、持続性に課題を残すとみられたが、一方で、5機関合同であるからこそ、裁判所研修所からの研修制度維持に向けた積極的な提案や、関連機関による成果の活用も見られるなど、持続性の確保に可能性を残したともいえる。

(2) 実施プロセスに関すること

- NITメンバーの高いコミットメントならびに勤勉さは、プロジェクトの実施上特筆すべき貢献要因である。
- 裁判所改革が、裁判所の本プロジェクトへの参加を促進し、研修制度維持に向けたリーダーシップの発揮へとつながっている。

3-4 問題点及び問題を惹起した要因

(1) 計画内容に関すること

- プロジェクト形成時に、5機関の明確な役割・責任分担ならびに財政負担（特に児童局以外の機関）について十分に議論されておらず、またミニッツや討議議事録などの公式な文書のどこにも記載されていなかった。このため、4機関からは積極的な財政獲得を促進することができなかった。加えて、合同調整委員会（JCC）や運営委員会（SC）における協議が進まなかったことにも、影響を与えたと見られる。
- JCCやSCのような意思決定機関に各省庁の高官を配置したが、オリジナルのメンバーで会議が開催されたことはなく、各機関の間で立场上バランスのとれた代表メンバーでないと、実際に機能させることは難しかった。
- 中間レビュー時にPDMの修正を行ったが、一部指標データが取得できないことや、指標が不足していたといった問題が散見された。

(2) 実施プロセスに関すること

- ケニア側によるプロジェクト予算確保が進まなかったことは、プロジェクト期間を通じての課題であった。これは、持続性の観点からも継続する課題である。
- 主要カウンターパート機関である児童局のリーダーシップには課題がある。5機関の中でも比較的弱小であり、関連機関と調整して物事を推進する能力が十分でなく、財政的にも、JICAに頼る局面が多かった。また、5機関合同研修制度維持を率先して提唱しているものの、そのための具体的な調整や方策を取るイニシアティブは十分ではない。
- 省庁再編によるジェンダー・児童・社会開発省（R/D署名機関）の改編と児童局の労働・社会保障サービス省への移管ならびにそれに伴うJCC議長やSC議長の交代等は、特に第3グループ研修の実施や、持続性に向けた議論を促進する上で、阻害要因となった。

3-5 結論

結論として、本プロジェクトは、持続性に向けた実行可能な計画が策定されておらず、残念ながらその本来の目標達成に至っていない。プロジェクトでは、2つのグループに対する試行研修を通じ、少年保護関連職員の基準人材像を満たすための、非常に効果的な研修制度（プログラム）を作り上げ、研修リソース（教材や人材）を開発した。さらには、最終受益者である「要保護児童」や「非行・犯罪少年」に対するサービス向上といった本研修の最終アウトカムについても、既に発現しつつあることも確認された。これらの達成状況は、調査団としても高く評価する大きな成果である。しかしながら、最も重要な点は、本研修制度の持続性である。実行可能な計画策定に向けた議論が始まったところであることから、プロジェクトの残りの2カ月で、そのプロセスを加速することが期待される。

なお、既述のとおりプロジェクト期間内のプロジェクト目標達成については、予断を許さない状況であることから、調査団としてプロジェクト期間延長の必要性を検討した。その結果、未達成の要因が、主にケニア側の予算措置の遅れに伴う研修時期の遅延と、プロジェクト終了後の研修実施体

制に関するケニア側の計画策定の遅れだったこと、これら未達成となった要因の背景には、分権化や、ジェンダー・児童・社会開発省の改編と児童局の労働・社会保障サービス省への移管がプロジェクト最終年度に重なったこと等があると判断した。そして、今後ケニア側の組織体制が整うことにより、プロジェクト終了後にケニア側独力での対処が見込まれること、プロジェクト期間内に、研修管理マニュアルを含む、研修リソースの開発は当初の予定通り達成されたことから、プロジェクト目標達成のためのプロジェクト期間の延長は不要と判断した。

3-6 提言

1) 持続可能な少年保護関連職員研修体制に向けた実行可能な予算・人事・運営メカニズムの計画をプロジェクト終了（2013年9月末）までに作成する

- プロジェクト目標の最も重要な点として、持続可能な少年保護関連職員研修体制に向けた実行可能な予算・人事・運営メカニズムの計画を、プロジェクト終了までに作成することが、強く推奨される。研修の制度化にかかるNITからのプロポーザルに対して、SCの議長は、5機関合同により研修制度を持続させ、必要な予算措置を行うとともに、実行可能な予算・人事・運営メカニズムの計画策定を行うとの強いコミットメントを表明しており、同プロセスが促進されることを期待する。

2) 5機関ならびに関連する機関の間で、計画の実行性を確実にすべく合意する

- 5機関ならびに必要なに応じて他機関も含め、計画の実行性を確実にすべく合意することが必要である。財政負担も含め、全ての役割と責任を明記した合意を形成することを提言する。

3) 事務局のイニシアティブにより第3グループ研修準備を速やかに進める

- 第3グループの研修準備を、速やかに進める必要がある。事務局は、さらなるイニシアティブと責任を持って、準備・調整を進めることを期待する。また、第3グループ研修は、一旦開始されるとプロジェクト終了後も続き、全体で1年近くを要することから、持続性にかかる実行可能な計画策定の議論にも含める必要がある。

3-7 教訓

本プロジェクトのように、複数の省庁・機関を巻き込んだプロジェクトの形成・運営上の教訓は以下のとおり。

1) プロジェクト運営体制ならびに意思決定機関（JCC、SC）のメンバーシップについては、プロジェクト開始時点で熟考を要する

- プロジェクト運営体制と各機関からの代表メンバーの選定は、その体制が機能するためには熟慮を要する事項である。本プロジェクトでも、実際に機能させるためには、各機関の間での立场上バランスのとれた代表メンバーが選定されるべきであった。

2) プロジェクト開始時点で、省庁間の合意形成を行う

- 参加する省庁・機関全てにかかる財政負担も含めた役割と責任については、プロジェクト形成

段階で十分協議し、合意を形成・作成しておく必要がある。類似のプロジェクトにおいては、形成時のミニッツやR/Dの署名者として、関連省庁・機関も含めることが、おそらくは必要と考えられる。

3) 複数機関を巻き込んだ野心的なプロジェクトのデザインであっても、関連機関の持つニーズとの整合性が高い課題に取り組むことが成功の要因となる

- 単独のカウンターパート機関のプロジェクトに比較すると、より多くの課題がある複数の機関を巻き込んだプロジェクトであっても、もし関連機関にとって重要な課題に取り組む、かつ調整努力が実って共通ニーズを満たすことができれば、成功に導くことは可能である。

以上

The Summary of Terminal Evaluation

1. Outline of the Project	
Country : The Republic of Kenya	Project title : The Project for Capacity Building of Child Care and Protection Officers in Juvenile Justice System
Issue/Sector : Law and Justice	Cooperation scheme : Technical Cooperation
Division in charge : JICA Kenya Office	Total cost (at the time of evaluation study) : 148 million yen
Period of Cooperation 5 th October 2009 – 4 th October 2013 (4 years)	Partner Country’s Implementing Organization : Ministry of Gender, Children and Social Development (MGCSD), Department of Children’s Services (DCS) ¹
	Supporting Organization in Japan : The United Nations Asia and Far East Institute for the Prevention of Crime and Treatment of Offenders (UNAFEI)
	Related Cooperation : —
1-1 Background of the Project	
<p>The rapid modernization and economic growth experienced in Kenya has contributed some turbulence to many in rural and urban families resulting to an alarming rise in number of vulnerable children in need of care and protection and those in conflict with the law. The status quo in Kenya became worse following the 2007 post-election violence escalating the number of street children in need of care and protection and in conflict with the law. The Department of Children’s Services under the Ministry of Gender, Children & Social Development (MGCSD) is the Government agency mandated to provide services for the welfare of children and secure their rights as stipulated in the Children Act that came into force on March 1, 2002. In Kenya juvenile justice system is implemented by five Juvenile Justice Agencies (JJAs) namely; Department of Children’s Services, Probation and After Care Services, Police, Prisons and the Judiciary.</p> <p>JICA had implemented the Project for Crime Prevention Treatment of Delinquents in the Juvenile Justice system (2003-2006) and the Project for Crime Prevention, Rehabilitation and Protection of Vulnerable Children in Kenya (2006-2009) in collaboration with the Department of Children’s Services, which has developed the necessary principles and procedures in the Juvenile Justice System including National Standards & Volunteer Children Officer (VCO) system. However, there exists weak collaboration among the agencies in matters of juvenile justice and inadequate capacity among JJAs to address children issues. In order to address the existing capacity gaps in the juvenile justice system, the Government of Kenya, through MGCSD requested for technical cooperation from the Government of Japan through the Japan International Cooperation Agency (JICA) in the 4-year Project for Capacity Building of Child Care and Protection Officers in Juvenile Justice System (hereinafter referred to as “the Project”) starting October 2009.</p>	

¹ Due to restructuring of ministries after the general election in March 2013, MGCSD was disassembled and DCS was reorganized under Ministry of Labour, Social Security and Services in July 2013.

1-2 Project Overview

(1) Overall Goal

Quality of service provided by CCPOs² in 5 Juvenile Justice Agencies is improved.

(2) Project Purpose

Training system achieving “Capability Target”³ for CCPO working with children in need of care and protection, and children in conflict with the law is developed.

Note: “system” here refers to a combination of modular cycle of theory and practicum.

(3) Outputs

- 1) “Capability Target” for Standard CCPO is established.
- 2) Quality of CCPO Training is improved through Plan-Do-See process.
- 3) Management system for CCPO Training is developed

(4) Inputs (at the time of evaluation)

Japanese side: 148 million Yen

No. of long-term Experts: 1	Equipment: 4.618 million Yen
No. of short-term Experts: 8	Operational cost: 28.878 million Ksh
No. of officers trained in Japan: 52	

Kenyan side

No. of Counterparts: 49
Office and facilities: Project Office
Operational cost: 17.192 million Ksh ⁴

2. Evaluation Team

Members of Evaluation Team	1. Mr. Hideo Eguchi, Team Leader, Chief Representative, JICA Kenya Office	
	2. Mr. Sei Kimura, Cooperation Planning, Representative, JICA Kenya Office	
	3. Mr. Evanson Njenga, Child Protection and Juvenile Justice System, Consultant, Education & Energy, JICA Kenya Office	
	4. Ms. Yuko Ogino, Evaluation Analysis, Managing Consultant, KRI International Corp. Inc.	
Period of Evaluation	16 July – 1 August 2013	Type of Evaluation: Terminal Evaluation

3. Results of Evaluation

² CCPO: Child Care and Protection Officers--- Officers working with children in needs of care and protection, and children in conflict with the law in Juvenile Justice Agencies of DCS, Probation, Prisons, Police and Judiciary

³ Capability Target: Essential Knowledge, Skills and Attitudes necessary for Standard CCPO.

⁴ This figure is a total sum of 4 JJAs’ contributions (DCS, Probation, Police and Prisons) plus costs borne by Judiciary for participants in Module 3 of Group 2 training only. The Team was not able to get the whole information from Judiciary which also met some operational costs as well.

3-1 Project Performance

(1) Output

Output 1: Output 1 is already *achieved*. Necessary components of Capability target for CCPO was clarified and criteria to evaluate CCPO are developed.

Output 2: Output 2 is *partially achieved*. While developing training resources has been achieved, target indicators in relation to training implementation are not fully achieved mainly due to delay in Group 3 training.

Output 3: Output 3 is *achieved*. Training Manual is developed. However, Try-out of utilizing the manual by National Implementation Team (NIT)/secretariat for Group 3 will not be completed within the project period. Other than the development of Training Manual, an indicator should have been created to capture the development of management system.

(2) Project Purpose

Project purpose is not yet achieved due to delay in Group 3 training and absence of viable plan for sustainable CCPO Training.

(3) Overall Goal

Overall Goal is to be assessed at post project period, but already a good sign of improvement in service provided by CCPO trainees is observed.

3-2 Summary of Evaluation Results

(1) Relevance: *High*

1) Necessity & Priority/Relevance to policies and needs: *High*

- Kenya Vision 2030 aims at creating a democratic political system founded on issue-based politics that respects the rule of law, and protects the rights and freedoms of every individual in the Kenyan society, National Children's Policy setting goals based on the key pillars of Child Rights as articulated in the (UNCRC), 1989. Implementation of The Children Act (2001) is also a governmental commitment in children matters relevant to the Project.
- The Project is also consistent with the present JICA Plan for country-specific program implementation for Kenya. The Project is under the priority area -Human Resource.
- The 5 JJAs have strong training needs as they do not have such comprehensive program addressing children's matter as CCPO Training does.
- Joint training needs continue to exist in 5 JJAs for their officers. In terms of size, there are only 102 officers who completed during the project period.

2) Appropriateness of project approach:

2)-1. Unique approach of 5JJAs in partnership: *Ambitious but eventually realizing*

- In spite of the challenges found in the increased transaction costs, joint training by 5 JJAs has been very

successful in pioneering to link CCPOs of different 5JJAs to fill the gaps on the ground.

- Partnership in 5 JJAs is also effective for increased training quality. Partnership has produced synergy effects in developing high quality materials, trainers, etc. by maximizing each agency's knowledge and resources.
- Adhering to the original idea of 5 JJAs in partnership is desirable in order to maintain the significance of CCPO Training as favourable environment has emerged such as increased commitment from partner JJAs and Judiciary Reform/Transform.

2)-2. Training system of combination of modular cycle of theory and practicum: *Effective and appropriate*

- The organization of CCPO Training cycle of both theory and practicum is found to be effective and appropriate. There are many success stories generated from the practicum sessions.
- The concept of supervision/On the Job Training (OJT) which is originated from Japan, and customized in Kenyan context is found quite effective.

2)-3. Exit strategy based on long history of collaboration between Government of Kenya (GoK) & Government of Japan (GoJ): *Effective and appropriate*

- CCPO Project is designed to be an exit project for the long collaboration between GoK & GoJ in the field of Juvenile Justice. The purpose of the collaboration has been evolved from introductory stage to development one, then operationalization and strengthening phases. Based on such foundations, CCPO Project was formulated, compiled outcomes of previous collaborations and finally has served its purpose of developing training system with necessary training resources for CCPOs.

(2) Effectiveness: *Medium*

1) Prospect of Achievement of Project Purpose: *Not likely to be achieved without Viable Plan*

- The Project Purpose is not achieved in light of PDM indicators. In relation to the contribution from each output, the quality of CCPO Training is high and management system for CCPO Training is established. The most critical aspect in relation to the achievement of Project Purpose is the development of the viable plan including finance, personnel and management structure for sustainability, which is not developed.

2) Threats observed/Important Assumptions: *Effects observed*

- In relation to the effect of administrative reforms under new constitution, impact of county system⁵ is still unknown at transitional stage, but there are effects already observed on budget cuts and delays of work at some JJAs.
- Major impact of restructuring government after the general election in March 2013 is related to MGCSD and DCS– the signatory of Record of Discussions of CCPO Project between GoK & GoJ. MGCSD is no

⁵ Due to administrative reform under the new constitution, county system (47 counties) has been introduced instead of provincial system (8 provinces).

longer existent and DCS is now under the Ministry of Labour, Social Security and Services.

(3) Efficiency: *Medium*

1) Achievement of Outputs: *Output 1 and 3 achieved / Output 2 partially achieved*

- Output 1 and 3 are achieved. Output 2 is partially achieved due to delay in Group 3 training and associated activities. Such situation has affected on the achievement of Project Purpose.

2) Inputs: *Budget from GoK being a challenge*

- Budget from GoK has been still unstable in terms of quantity (not adequate as planned) and timing, which has caused delays of activities. The increased financial contribution from 4 partner JJAs after MTR is however acknowledged.

3) Cost efficiency: *Not possible to judge but design found efficient*

- Since there is no other similar training program , it is not possible to judge the cost efficiency based on the amounts incurred.
- Practicum is implemented as part of CCPOs' duties, and networking is strengthened by involving other JJAs even in a place where no other CCPO trainees are stationed. The training effect is disseminated within their duty stations by sharing with colleagues and supervisors and contributed to the improvement of organizational performance. Moreover, the effects are widely shared with other JJAs and stakeholders beyond their organizations. Such achievements geared by the training design have increased efficiency.

(4) Impact: *Medium*

1) Prospect of achieving Overall Goal: *Medium*

- Improvement in quality of services provided by CCPOs has already been observed in many cases. Achieving Overall Goal is highly potential if CCPO Training continues in combination of theory and practicum with an element of sensitization of immediate supervisors in collaboration of 5 JJAs. Since the viable plan including finance, personnel and management structure for sustainability is not developed, the prospect of achieving Overall Goal is determined as medium.

2) Ripple effects: *Positive effects observed*

- Some JJAs have integrated a part of curriculum of CCPO Project into their existing training programs.(e.g. Police Academy, proposed diploma program of Probation)
- Developing "Through Care/Aftercare Standard Guidelines" has been underway in collaboration with 4 JJAs inspired by CCPO Project.

(5) Sustainability: *Medium*

1) Policy/institutional/organizational aspects: *Policy likely to continue favourably but future management structure on CCPO Training not clarified*

- Overall, relevant national policy settings are likely to continue favourably as already captured in the related policies of GoK. It is not possible to project the long term impact of devolving government system and restructuring of MGCSD and DCS at this moment, but it may be a threat in terms of sustainability.
 - Future management structure on CCPO Training is not yet clarified. Since there is only 2 months left before the project completion, this also poses a question of sustainability.
- 2) Financial aspect: *Uncertain*
- Financial sustainability is uncertain at all 5 JJAs due to lack of budget line and challenges of devolution.
- 3) Technical aspect: *NIT members developed and demonstrated capacity*
- NIT members have developed good capacity to become technically independent. NIT members can carry out the CCPO Training by themselves as they have already demonstrated. Since NIT members are likely to continue their work at each JJA, the sustainability is determined as high.

3-3 Factors contributing project progress

(1) Factors related to planning

- The method of capacity development for NIT through the practical experiences of implementing CCPO pilot training has been very effective. NIT members have been actively involved in every step of training management cycle. Such method contributed to the effective capacity development of NIT members and nurtured a strong sense of ownership of the training system they have developed.
- Collaborative training by 5 JJAs is very effective for improving training quality as well as increased possibility of sustainability. It was assumed that increased coordination costs would be a threat for sustainability, but rather, collaboration by 5 JJAs has a favourable impact on the positive proposal from Judiciary Training Institute for sustaining the CCPO Training as well as on the effective use of project outputs by partner JJAs.

(2) Factors related to implementation process

- The commitment and hard work of NIT is a commendable contributing factor in implementing project activities.
- Judiciary Reform/Transform is a contributing factor to facilitating participation and contribution from Judiciary which is taking an initiative to sustain CCPO Training.

3-4 Factors hampering project progress

(1) Factors related to planning

- The roles and responsibilities among 5 JJAs have not been clearly discussed and stated in any formal documents such as M/M or R/D, which made the partner 4 JJAs reluctant to formally take more financial

responsibilities. In addition, absence of formal agreement has affected productive discussions and decision making at Joint Coordinating Committee (JCC) and Steering Committee (SC) levels.

- High-ranking officials have been appointed in JCC and SC, but there found difficulties to hold meetings with good attendance of all appointed members to make decisions. Balanced representation among agencies in terms of its position is necessary to make them functioning.
- PDM was revised during Mid Term Review, but there are some indicators that data for verification are not available. In some cases, indicators are not sufficient.

(2) Factors related to implementation process

- Because securing budget line was not succeeded, funding by GoK has been unsolved issue throughout the project. It remains a challenge for sustainability as well.
- Leadership of DCS as major counterpart has been not sufficient. Among 5JJAs, DCS has relatively less political power. Their capacity of coordination with relevant agencies and promoting activities has not been well demonstrated. Financially, DCS also relied on JICA in many aspects. Moreover, in spite of the fact that DCS is strongly advocating the importance of sustaining collaborative training by 5JJAs, their coordination efforts were poor. DCS has not taken any concrete measures with necessary initiatives.
- Due to reorganization of ministries, MGCS (signatory of R/D) was disassembled, and DCS was reorganized into Ministry of Labour, Social Security and Services. Subsequent changes in Chairs of JCC and SC have occurred, which has affected negatively on the Group 3 training as well as policy discussions for sustainability of CCPO Training.

3-5 Conclusions

In conclusion, the genuine purpose of the Project is unfortunately not achieved in the absence of the viable plan for sustainability. The Project has developed very effective training program addressing Capacity Targets for CCPOs and good resources (materials and human) through pilot trainings for 2 targeted groups. Moreover, final outcomes of CCPO Training are already observed in improved services provided by CCPO trainees with good potential to reaching the ultimate target – children in needs of care and protection, and children in conflict with the law in Kenya. These are very commendable achievements as the Team congratulates. However, the most critical aspect is related to the sustainability issue. Since initial discussions on the development of viable plan are now underway, it is expected to be further accelerated in the remaining project period.

3-6 Recommendations

The Team recommends the following:

- 1) Viable plan including finance, personnel and management mechanism for sustainable CCPO Training is

developed by the end of the Project (Sept. 2013)

- In order to achieve the most critical aspect of the Project Purpose, it is strongly recommended that a viable plan including finance, personnel and management mechanism for sustainable CCPO Training should be developed by the end of the Project. In response to the proposal prepared by NIT regarding how the CCPO Training can be institutionalized, Secretary for Children's Affairs (Chair of SC) expressed a strong commitment to sustaining the CCPO Training in collaboration of 5 JJAs including necessary financial arrangements, and concurred on the preparation of the viable plan capturing finance, personnel and management structure. The Team expects that the process will be facilitated by such initiative based on the SC decision.
- 2) An agreement among 5JJAs and relevant agency is created to make the plan viable
- An agreement among 5JJAs and, if necessary other relevant agencies, needs to be created to make the plan viable. It is recommended to have a joint agreement that captures all the necessary aspects of roles and responsibilities including financial contributions.
- 3) Preparation for Group 3 Training needs to be accelerated with an initiative from the Secretariat
- Preparation for Group 3 training needs to be accelerated. The Secretariat is encouraged to take more initiative and responsibility to facilitate the process and coordination. This is also discussed and incorporated into the viable plan as Group 3 training, once started, will continue about 1 year after the project completion.

3-7 Lessons Learned

Lessons learned from the inter-ministerial/multiple-agency project like CCPO Project are as follows:

- 1) Project management structure and/or membership for decision making bodies (JCC, SC) to be well thought in the beginning of the project.
- Project management structure including its membership from each agency is a matter of requiring a lot of consideration to make the structure workable. In CCPO Project, there should have been balanced representation among agencies in terms of its position in order to make the forum function.
- 2) An agreement to be made among inter-agencies in the beginning of the project
- The roles and responsibilities including financial commitments from all the participating ministries and agencies should be well discussed, and an agreement needs to be made at the time of project formulation. Relevant ministries and agencies may well have to be included as signatories in the M/M and R/D of the similar organization of project.
- 3) Ambitious project design that succeeded by addressing the very relevant issues and meeting the needs of multiple-agencies
- A project of multiple-agencies with more challenges compared to one with a single agency as a counterpart can be still successful if the project addresses the very relevant issues of all the engaged

agencies, and actually meets their common needs which can be better catered if coordinated efforts are realized.

1. 終了時評価の概要

1-1 プロジェクト概要

1-1-1 背景

ケニア国では約 240 万人の孤児、30 万人を超えるといわれるストリートチルドレン等、劣悪な環境に置かれ特別な配慮を要する児童や犯罪少年の増加が大きな社会問題となっており、特に、2007 年の選挙後の混乱により特別な配慮を要する児童数は激増している。同国の長期開発戦略である Vision2030 においても解決すべき重要な課題の一つとして位置づけられており、政府は 2001 年児童法の施行以降、特別な配慮を要する児童の保護や支援に取り組んでいるが、資金・人的制約のため支援の恩恵が行き届いていないのが現状である。そのため、適切な支援を受けられないまま放置された児童が生き延びる術として非行・犯罪に追い込まれるケースが多く、福祉・少年司法の二領域に係る適切な支援が必要とされている。また、ジェンダー・児童・社会開発省児童局（以下、児童局）内のみならず警察や裁判所といった関係機関の連携・情報共有不足により、各機関にて収容される児童に対し、一人ひとりの問題性やニーズに合致した処遇が行われていないという課題もある。

これまで JICA は、「青少年犯罪防止及び処遇制度改善プロジェクト」（2003 年 4 月～2006 年 3 月）、「特別な配慮を要する子供の犯罪防止、リハビリテーション及び保護プロジェクト」（以下、前プロジェクト）（2006 年 6 月～2009 年 3 月）を実施してきた。前プロジェクトでは、特別な配慮を要する児童が、犯罪傾向等の相違点について考慮されることなく少年鑑別所や更生学校に混在した形で収容されていたことに対して、再犯危険度等により収容を区分して処遇を行うガイドライン及びマニュアルを作成した。また、児童保護司を適正に採用し、社会において支援が必要な児童の個別の問題に適切な措置が取れる環境を整えるためのマニュアルづくり等の協力を行ってきた。しかし、現在ケニア国には前プロジェクトで培われた知見・技術含め、少年保護を扱う関係職員が最低限必要な知識・技能を得るための研修体制・制度がなく、多くの児童専門官が十分な知識のないまま地方で活動をしているのが実態である。

かかる状況のもと、ケニア国政府は前プロジェクトの成果を踏まえ、児童・少年保護関連職員（特に児童専門官）への研修実施体制構築のための協力を我が国政府に要請し、これを受けて JICA は、2009 年 10 月から 2013 年 10 月までの 4 年間の予定で「少年保護関連職員能力向上プロジェクト」を実施中である。

今回実施する終了時評価調査は、2013 年 10 月のプロジェクト終了を控え、プロジェクト活動の実績、成果を評価、確認するとともに、今後のプロジェクト活動に対する提言及び今後の類似事業の実施にあたっての教訓を導くことを目的として実施された。

1-1-2 プロジェクト・デザイン

1) プロジェクトの要約

現行のプロジェクト・デザイン・マトリックス（PDM：Ver.2）（2012 年 5 月改訂）に基づくプロジェクト要約は以下のとおり。本プロジェクトでは、PDM は 2 度改訂されている。オリジナル（Ver. 0）、第 1 回改訂版（Ver.1）ならびに現行の第 2 回改訂版（Ver.2）は、付属資料 1 の Annex1~3 参照。

プロジェクト要約	
上位目標	関連 5 機関の少年保護関連職員 ¹ によるサービスが向上する
プロジェクト目標	少年保護関連職員の基準人材像 ² に向けた研修実施体制が開発される。 注：研修制度＝理論のモジュールサイクルと実習との組合せから構成される研修制度
アウトプット	1. 少年保護関連職員の基準人材像が作成される。 2. 少年保護関連職員研修の質がパイロット研修の Plan-Do-See プロセスを通じて向上する 3. 少年保護関連職員研修の運営体制が確立する

注：PDM では、上位目標はプロジェクト終了 3 から 5 年後、プロジェクト目標はプロジェクト終了までの達成を目指す目標をあらわす。

なお、本 PDM 内の「Child」の日本語訳については、福祉対象者を指す場合には「児童」、司法手続対象者（非行・犯罪に関わった者）を指す場合には「少年」、両方の対象が含まれる場合には「児童・少年」と分けて表記する（具体的には「children in need of care and protection」を「要保護児童」、「children in conflict with the law」を「非行・犯罪少年」と訳す。但し、「Child Care and Protection Officers」は「少年保護関連職員」と訳す）。

2) 対象地域（州）³

プロジェクトが対象とする州／少年保護関連職員の勤務地は、以下のとおり。

第 1 グループ	セントラル、ナイロビ、イースタン、リフトバレー
第 2 グループ	ニャンザ、ウェスタン、リフトバレー
第 3 グループ（予定）	コースト、ノースイースタン、イースタン

注：矯正局の研修生は、ウェスタンとコーストの少年院（Borstal Institution）、少年刑務所（Youth Corrective Training Centre：YCTC）ならびにナイロビの女子刑務所から選定される。

3) 運営体制

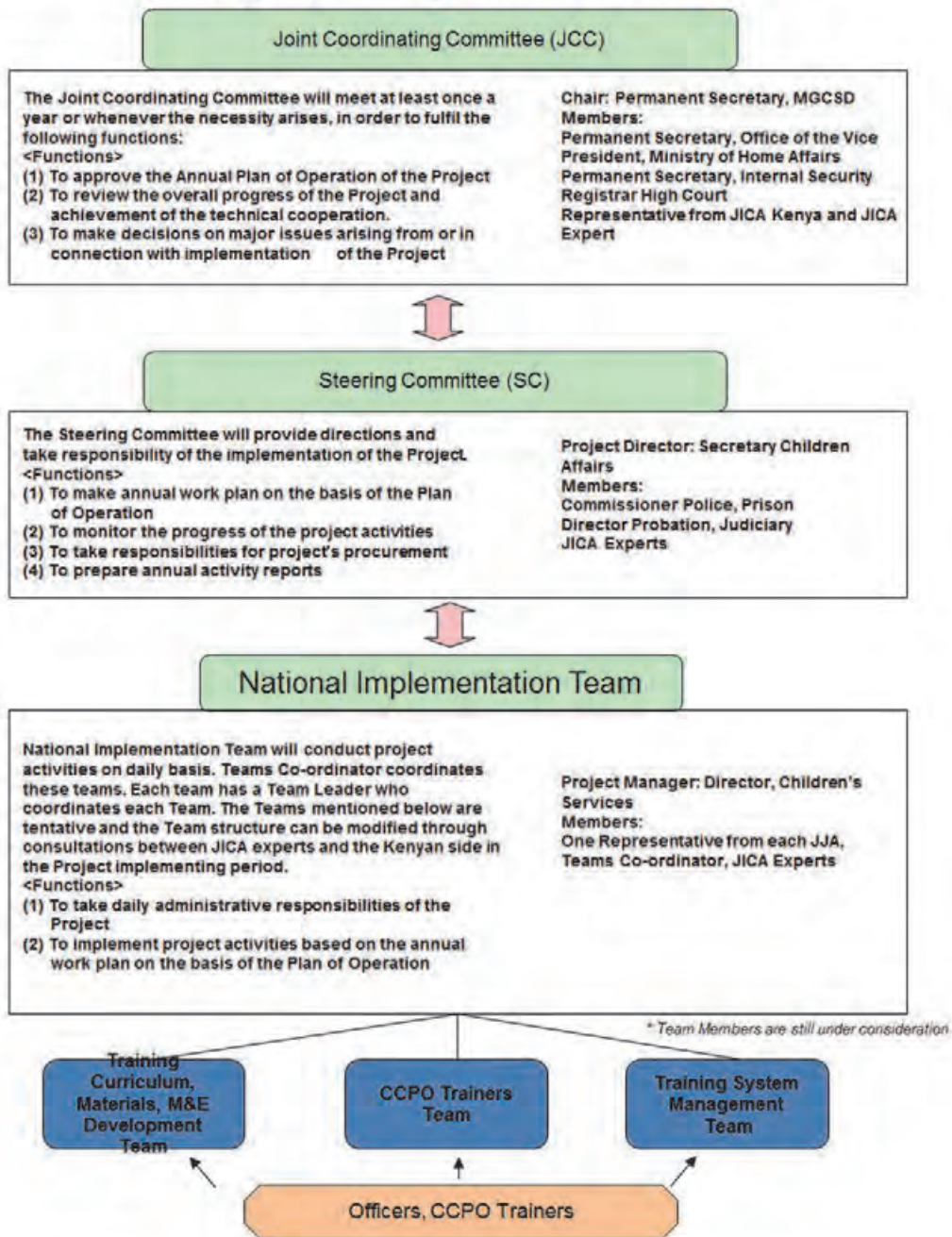
本プロジェクトの運営体制は、合同調整委員会（Joint Coordinating Committee: JCC）、運営委員会（Steering Committee: SC）、全国実施チーム（National Implementation Team: NIT）の 3 つのレベルから構成される。体制ならびに各レベルの機能は、2009 年に署名された討議議事録（R/D）によると、以下のとおり。

¹ 少年保護関連職員：児童局、保護局、矯正局、警察、裁判所の政府機関又は政府が認可した機関等に所属し、要保護児童又は非行・犯罪少年の福祉、教育及び司法手続に関わる者を指す。なお、本プロジェクトの関連文書ではこれまで「保護観察局」、「刑務所」を用いてきたが、本報告書では用語の見直しを行い、それぞれ「保護局」「矯正局」に改めたうえで用語の統一を図っている。

² 基準人材像：必要不可欠な知識、技能及び態度を身に付けた少年保護関連職員

³ 新憲法に即した分権化政策施行により、行政区分の変更とともに全国 8 州（Province）から 47 のカウンティ（county）制度に移行した。

Project Management Structure

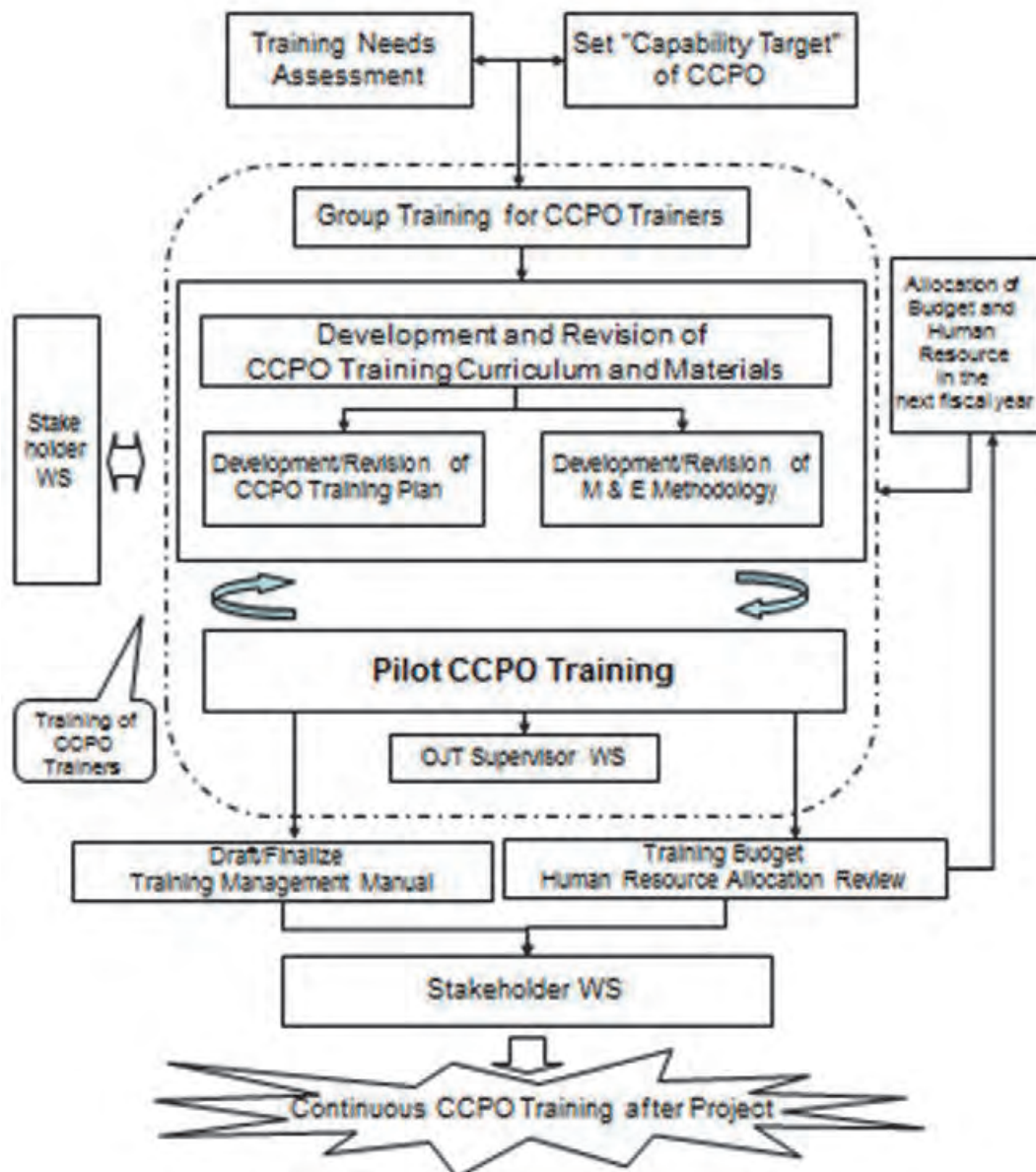


出所：R/D（2009年9月）

4) プロジェクトの流れ

プロジェクトの流れは以下のとおり。

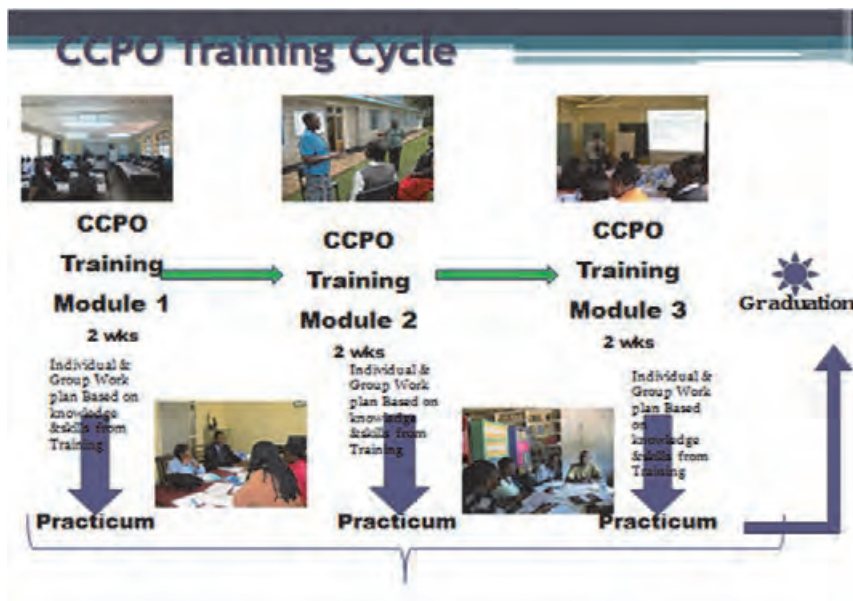
Project Flow



出所：R/D（2009年9月）

5) プロジェクトで開発した少年保護関連職員研修の概要

少年保護関連職員研修は、集合研修（Residential Training）と実習（Practicum/OJT）のサイクルから構成される。以下の図のとおり、集合研修は3回（各2週間）で、第1課程から第3課程（Module 1~3）を学び、各集合研修後に勤務先で実習を行う。全体で、修了までに1年間程度を要する研修プログラムである。



出所：CCPO プロジェクト

なお、「ケニアの少年司法制度」（和・英）については、付属資料 2 参照。

1-2 終了時評価の目的

終了時評価の目的は以下のとおり。

- 1) これまで実施した協力活動について当初計画に照らし、投入実績、活動実績、計画達成度を確認する。
- 2) 実施プロセスに影響を与えた貢献要因・阻害要因を把握する。
- 3) 計画達成度を踏まえ、評価 5 項目（妥当性、有効性、効率性、インパクト、持続性）の観点から評価を行う。
- 4) プロジェクトの残りの期間ならびに終了後に向けた提言をまとめる。
- 5) 類似案件の参考となる教訓をまとめる。

1-3 合同評価チームのメンバー

終了時評価は、以下のメンバーから構成される合同評価チームによって実施された。

日本側

1. 江口 秀夫	総 括：JICA ケニア事務所 所長
2. 木村 聖	協力企画：JICA ケニア事務所 所員
3. Evanson Njenga	少年保護：JICA ケニア事務所 在外専門調整員
4. 荻野 有子	評価分析：コーエイ総合研究所 主任コンサルタント

ケニア側

1. Mr. Livingstone Oruuko	Approved Teacher I, Department of Children's Services, Ministry of Labour, Social Security and Services 【児童局】
2. Mr. Moses Kimani	Chief Children Officer, Department of Children's Services, Ministry of Labour, Social Security and Services 【児童局】
3. Ms. Florence Mueni	Chief Probation Officer, Department of Probation and Aftercare Services, Ministry of Interior And Coordination of National Government 【保護局】
4. Mr. Fredrick Mukasa	Chief Inspector, Police, Ministry of Interior and Coordination of National Government 【警察】
5. Ms. Jane Kirii	Senior Superintendent, Prisons, Ministry of Interior and Coordination of National Government 【矯正局】
6. Dr. Julie O. Oseko	Deputy Director, Judiciary Training Institute (JTI) 【裁判所】

1 - 4 終了時評価の調査日程

本終了時評価調査は、2013年7月15日から8月2日に亘り以下の日程で実施された。

No.	日付	曜日	日程
1	15-July	Mon	Depart from Tokyo (Ms. Ogino)
2	16-July	Tue	Arrive in Nairobi (Ms. Ogino) Internal Meeting at JICA Office
3	17-July	Wed	10:30-14:00 Meeting with NIT: Workshop for Evaluation Method and Schedule including Achievement, Follow-up Status of the Recommendations from MTR Team) 16:00-17:30 Interview with Japanese Expert (Ms. Hashiba)
4	18-July	Thu	08:00-09:45 Interview with JJAs (Probation: Ms. Mary W. Mbau, Deputy Director, Probation and Aftercare Service Department, SC member) 10:00-11:00 Interview with JJAs (Police: Ms. Beatrice N. Kiriungi, Director, Community Policing, Gender and Child Protection) 12:00-13:00 Interview with JJAs (Probation: Clement Oketch, Assistant Director, NIT member) 13:30-14:30 Interview with JICA Expert (Ms. Mina Hashiba) 15:00-16:00 Interview with JJAs (Children: Mr. Livingstone Oruuko, Approved Teacher I, and Mr. Moses Kimani, Chief Children Officer, DCS, NIT members)
5	19-July	Fri	08:00-08:40 Interview with JJAs (Prisons: Mr. Benjamin O Njoga, Senior Deputy Commissioner general of Prisons) 09:00-10:30 Interview with JJAs (Prisons: Ms. Mary Khaemba, Director Offender Correction, Rehabilitation and Welfare and Ms. Jane Kirii, Senior Superintendent of Prisons – NIT members) Drafting a report 14:30-16:00 Interview with JICA Expert (Ms. Mina Hashiba)
6	20-July	Sat	Drafting a report
7	21-July	Sun	Drafting a report

No.	日付	曜日	日程
			Move to Kisumu (Nairobi 18:30 to Kisumu 19:20 by KQ670)
8	22-July	Mon	Field Visit/Interview to CCPO trainees of Group 2 8:30 at Kisumu County Coordinators Office of Children's Services <ul style="list-style-type: none"> - Ms. Susan Akinyi Rautta, Manager, Kisumu Children's Remand Home - Mr. James Ondongo, Probation and After Care Services (Siaya Office) - Ms. Beatrice Chepkemboi, Kisumu Police Child Protection Unit - Mr. Philip O. Nyagigo, Probation & Aftercare Services (Siaya Office) - Mr. Dennis Mbetra, Probation & Aftercare Services (Kisumu) - Mr. Thomas Otieno, Children's Officer/Senior House Master, (Kisumu) 13:30 at Butere Law Court <ul style="list-style-type: none"> - Ms. Lilian Kinale at Butere Law Courts
9	23-July	Tue	Field Visit/Interview to CCPO trainees of Group 2 8:30 at Shikusa Borstal Institution <ul style="list-style-type: none"> - Mr. Anthony Maina, Shikusa Borstal Institute - Mr. Evans Atito, Shikusa Borstal Institute - Mr. Jackson Anyanje, Shikusa Borstal Institute - Mr. Atsiaya Jared, Kakamega North Children's Office - Ms. Judy Odour, County Coordinator, Children's Services, Kakamega County - Ms. Vera Auma, Kakamega Police Move to Nairobi (Kisumu 15:05 to Nairobi 15:55 by KQ657)
10	24-July	Wed	07:30-08:00 Internal Meeting at JICA 10:00-10:30 Courtesy Call to Ms. Lydia Muiro, Secretary of Children Affairs, Ministry of Labour, Social Security and Services 10:00-15:30 Discussion with NIT on Preliminary Results and Preparation for Presentation on Sustainability by NIT 15:30-16:30 Internal Meeting at JICA
11	25-July	Thu	07:30-08:30 Interview with JICA Expert (Prof. Tsunoda) 08:30-08:50 Interview with Mr. Ahmed Hussein, Director of Children Services Drafting a report 16:30-17:30 Interview with JICA Expert (Prof. Tsunoda)
12	26-July	Fri	Drafting a report 13:30-18:00 Internal discussions at JICA Office
13	27-July	Sat	Drafting a report
14	28-July	Sun	Drafting a report/internal discussions
15	29-July	Mon	09:00-12:00 Steering Committee Meeting
16	30-July	Tue	Preparation for JCC
17	31-July	Wed	Preparation for JCC
18	1-Aug.	Thu	09:00-12:00 Joint Coordinating Committee Meeting Depart from Nairobi (Ms. Ogino)

No.	日付	曜日	日程
19	2-Aug.	Fri	Arrival in Tokyo (Ms. Ogino)

2013年8月1日にJCCが開催され、ミニッツ（Minutes of Meeting：M/M）の署名を行った。ミニッツならびに合同評価報告書（Joint Evaluation Report）は付属資料1参照。

なお、上記調査期間中における協議・インタビュー・面会者のリストは以下のとおり。

各機関代表・JCC・SC

Sl.	氏名	役職
1	Mr. Ali Noor Ismail	Principal Secretary, Ministry of Labour, Social Security and Services（JCC議長）
2	Ms. Lydia Muiru	Secretary for Children's Affairs, Ministry of Labour, Social Security and Services（SC議長）
3	Ms. Mary W. Mbau	Deputy Director, Department of Probation and Aftercare Services
4	Mr. Benjamin O Njoga	Senior Deputy Commissioner general of Prisons
5	Ms. Beatrice N. Kiriungi	Director, Community Policing, Gender and Child Protection
6	Ms. Adanje Wanjiru	Superintendent of Police
7	Dr. Julie O. Oseko	Deputy Director, Judiciary Training Institute (JTI)

NITメンバー

Sl.	氏名	役職	機関
1	Mr. Ahmed Hussein	Director of Children Services	児童局
2	Ms. Carren Ogoti	Assistant Director	児童局
3	Ms. Anne Waichinga	Principal Children Officer	児童局
4	Mr. Moses Kimani	Chief Children Officer	児童局
5	Ms. Brenta Nzisa	Children Officer I	児童局
6	Mr. Livingstone Oruuko	Approved Teacher I	児童局
7	Mr. Thomas Otieno	Senior House Master	児童局
8	Mr. Clement Oketch	Assistant Director	保護局
9	Ms. Josephine Murege	Principal Probation Officer	保護局
10	Ms. Serah John	Chief Probation Officer	保護局
11	Ms. Florence Mueni	Chief Probation Officer	保護局
12	Ms. Teresia Ngugi	Senior Principal Magistrate	裁判所
13	Mr. Evans Makori	Senior Principal Magistrate	裁判所
14	Ms. Mary Khaemba	Director of Offender Correction, Rehabilitation & Welfare	矯正局
15	Ms. Jane Kirii	Senior Superintendent of Prisons	矯正局
16	Mr. Fredrick Mukasa	Chief Inspector	警察

児童保護関連職員（第2グループの研修生）

Sl.	Name	機関
1	Ms. Susan Akinyi Rautta, Manager Kisumu Children's Remand Home	児童局
2	Mr. Atsiaya Jared, Kakamega North Children's Office	児童局
3	Mr. James Ondongo, Probation and After Care Services (Siaya Office)	保護局
4	Ms. Lilian Kinale at Butere Law Court	裁判所
5	Ms. Beatrice Chepkemboi, Kisumu Police Child Protection Unit	警察
6	Ms. Vera Auma, Kakamega Police	警察
7	Mr. Anthony Maina, Shikusa Borstal Institution	矯正局
8	Mr. Evans Atito, Shikusa Borstal Institution	矯正局
9	Mr. Jackson Anyanje, Shikusa Borstal Institute（第1グループ研修生）	矯正局

JICA 専門家

	氏名	分野
1	橋場 美奈	長期専門家：プロジェクト運営管理／研修実施体制構築
2	角田 亮	短期専門家：研修制度構築／社会内処遇

1-5 評価手法

本調査は、プロジェクト・デザイン・マトリクス改訂第2版（PDM Ver.2）に基づき、「新JICA事業評価ガイドライン第1版」（2010）に即して、資料レビュー、関係者（カウンターパート、日本人専門家、研修生など）への質問票・インタビュー調査を通じて情報を収集・分析し、実績の確認、実施プロセスの検証ならびに5項目評価を行った。なお、詳細な評価枠組みについては、付属資料3の評価グリッド参照。

ステップ1：実績の確認

PDM (Ver.2)に即し、投入（インプット）、成果（アウトプット）、プロジェクト目標、上位目標について、計画ならびにPDM指標に即して達成度を検証した。PDMのコンセプトおよび各用語の定義は以下のとおり。

Project Design Matrix (PDM)

Narrative Summary of the Project	Verifiable Indicator	Means of Verification	Important Assumption
Overall Goal			
Project Purpose			
Outputs			
Activities	Inputs		Preconditions

PDM 用語	定義
上位目標 (Overall Goal)	「プロジェクト目標」が達成された結果として、プロジェクト終了3～5年を目途に達成が期待される開発効果
プロジェクト目標 (Project Purpose)	プロジェクトの実施により、プロジェクト終了時に達成が期待される目標。
成果 (アウトプット) (Outputs)	「プロジェクト目標」を達成するために実現しなければならない複数の事柄。プロジェクトの活動によって達成が期待される。
活動 (Activities)	プロジェクトの「成果 (アウトプット)」を実現するために、投入を効果的に用いてプロジェクトが実施する具体的な行為。モニタリング・評価やプロジェクト運営に必要な活動を含めることも重要。
外部条件 (Important Assumptions)	プロジェクトが成功するために満たされる必要があるが、プロジェクトではコントロールできず、かつ生ずるか否かが不確かな条件
前提条件 (Pre-Conditions)	プロジェクトを実施する前に満たされるべき条件。この条件が満たされなければ、プロジェクトの開始は困難となる。
指標 (Objectively Verifiable Indicators)	成果 (アウトプット)、プロジェクト目標および上位目標の達成度を具体的に示す基準。指標は、客観的に検証できなければならない。
指標データ入手手段 (Means of Verification)	指標のデータソース。
投入 (Inputs)	プロジェクトの実施に必要な、援助国、被援助国が提供する要員、資金、機材、土地、施設等。

ステップ2：実施プロセスの検証

プロジェクトの実施プロセスについて、計画に即して実施されたか、運営は適切であったか等をレビューし、貢献・阻害要因を把握した。

ステップ3：評価5項目による評価

評価5項目（妥当性、有効性、効率性、インパクト、持続性）に即し、プロジェクトを分

析・評価した。評価5項目の詳細は以下のとおり。

評価項目	評価の視点
妥当性 (Relevance)	プロジェクトに関連する政策との整合性、受益者のニーズとの合致度、手段としての適切性などを検証する。
有効性 (Effectiveness)	プロジェクト目標の達成の見込みとそれに対する成果の貢献度を分析する。
効率性 (Efficiency)	投入が成果にどのようにどれだけ転換されたか、投入された資源の質、量、時期の適切度の観点からプロジェクトの実施過程における効率性を検証する。
インパクト (Impact)	上位目標の達成見込みならびにプロジェクトによって生じた正負の影響を検証する。
持続性 (Sustainability)	プロジェクト終了後もプロジェクト実施による便益が持続されるか否かの見通しを、政策・制度、組織・財政ならびに技術の観点から検証する。

出所：「新 JICA 事業評価ガイドライン第 1 版」(2010)

2. プロジェクトの実績

2-1 投入

日本側、ケニア側の投入実績は以下の通り。

日本側

1) 日本人専門家	合計 9 名の専門家が派遣された（長期専門家 1 名、短期専門家 8 名）。詳細は付属資料 1 の Annex-4 参照。
2) 研修員受入	合計 52 名（2009 年度～2012 年度）が、日本にある国連アジア極東犯罪防止研修所（The United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders : UNAFEI）の本邦研修に参加した。詳細は付属資料 1 の Annex-5-1 参照。
3) ウガンダ UNAFRI 訪問	合計 4 名が、ウガンダにある国連アフリカ犯罪防止研修所（The United Nations African Institute for the Prevention of Crime and the Treatment of Offenders : UNAFRI）訪問に参加し、将来的な連携の可能性を検討した。詳細は付属資料 1 の Annex-5-2 参照。
4) ガーナ国際会議参加	合計 3 名が、ガーナで開催された児童の性的虐待に関する国際会議に参加した。詳細は付属資料 1 の Annex-5-3 参照。
5) フィリピン保護司制度運営視察	合計 6 名が、フィリピンの保護司制度運営視察のため法務省保護局等を訪問した。詳細は付属資料 1 の Annex-5-4 参照。
6) 機材供与	事務機器、研修機材、車両などが供与された。（金額は中間レビュー時点と同額の 461 万 8,000 円。以降の追加供与はなし。）詳細は付属資料 1 の Annex-6 参照。
7) ローカルコスト負担	合計 23,829,580Ksh が、2013 年度第 1 四半期まで（2013 年 6 月）に支出された。詳細は付属資料 1 の Annex-7 参照。

ケニア側

1) カウンターパート配置	合計 49 名 (NIT : 36 名、JCC : 6 名、SC : 7 名) が配置された。詳細は付属資料 1 の Annex-8 参照。															
2) 施設・設備提供	プロジェクトオフィス (児童局内) が提供された。															
3) ローカルコスト負担	<p>全 5 機関は、以下の表のとおりローカルコスト負担をした。(裁判所の金額は、第 2 グループの第 3 課程研修費用負担額のみ記載)</p> <p style="text-align: center;">5 機関による負担 (キャッシュ/Ksh.)</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>児童局</th> <th>保護局</th> <th>警察</th> <th>矯正局</th> <th>裁判所⁴</th> </tr> </thead> <tbody> <tr> <td>10,100,960</td> <td>3,678,497</td> <td>769,490</td> <td>2,462,088</td> <td>181,192</td> </tr> <tr> <td colspan="5" style="text-align: center;">合計 : 17,192,227</td> </tr> </tbody> </table> <p>加えて、現物による負担 (研修会場、バス等の交通手段提供など) もなされた。 詳細は、付属資料 1 の Annex-9 参照。</p>	児童局	保護局	警察	矯正局	裁判所 ⁴	10,100,960	3,678,497	769,490	2,462,088	181,192	合計 : 17,192,227				
児童局	保護局	警察	矯正局	裁判所 ⁴												
10,100,960	3,678,497	769,490	2,462,088	181,192												
合計 : 17,192,227																

2-2 成果 (アウトプット)

プロジェクト目標を達成するために、PDM には 3 つの成果 (アウトプット) が設定されている。PDM 指標に基づく各成果 (アウトプット) の達成度は以下のとおり。

2-2-1 成果 (アウトプット) 1

成果 1	少年保護関連職員の基準人材像が作成される。
指標	<p>1-a) 少年保護関連職員の基準人材像の要素が明確になる。</p> <p>1-b) 少年保護関連職員の評価基準が開発される。</p> <p>注 : <i>Capability Target</i> と <i>Capacity Target</i> は同じ意味で使われている。</p>
達成度	成果 1 は既に達成済みである。

指標 1-a) 少年保護関連職員の基準人材像の要素が明確になる。 達成済み

少年保護関連職員の基準人材像の要素は、プロジェクト開始の段階で研修ニーズ調査 (2009) により明確になっており、以下 5 つの分野 (セマティック・エリア) から構成される。

- 1) 少年司法手続 (Juvenile Justice Procedure)
- 2) ケースマネージメント (Case Management)
- 3) 更生処遇プログラム (Rehabilitation Treatment Programme)
- 4) 多機関連携・サポートネットワーク (Support Networking)
- 5) 職員倫理及び業務管理 (Ethics, Responsibility and Quality Assurance)

各分野の基準人材像の詳細は、付属資料 1 の Annex-10 参照。

⁴ 裁判所から詳細情報を入手することはできなかったが、運営コスト支援のほか、第 2 グループ第 3 課程の研修参加者費用 (181,192 Ksh.) を負担したことは確認できた。

指標 1-b) 少年保護関連職員の評価基準が開発される。
達成済み

少年保護関連職員の評価基準として、「少年保護関連職員の機関別サービス評価指標 (The CCPO Service Delivery Indicators in JJAs)」の最終版が開発された。本指標は、「少年司法行政サービス状況調査 (Situational Analysis on Juvenile Justice Administration in Kenya)」(2011年11月)により策定された指標案をもとに、2012年7月以降、数々の合宿や会議を通じて最終化されたものである。最終版の指標は、現在発行最終段階にある研修管理マニュアルに添付資料として含まれている。詳細は、付属資料1のAnnex-11参照。

2-2-2 成果 (アウトプット) 2

成果 2	少年保護関連職員研修の質がパイロット研修の Plan-Do-See プロセスを通じて向上する
指標	2-a) 研修カリキュラム・教材・評価モニタリングツールが開発される 2-b) 20人以上の研修講師が少年保護関連職員研修員による評価でその能力向上が認められる。 2-c) 150人以上の少年保護関連職員が試行研修を修了する。 2-d) 80%以上の少年保護関連職員が評価報告の中で知識、技術、態度が向上したことが認められる。 2-e) 150人以上の直属上司がスーパービジョンワークショップに参加する 2-f) 80%以上の少年保護関連職員が実地研修後に実地研修報告書を提出する。 2-g) 60%以上の直属上司が実地研修後にスーパービジョン報告書を提出する。
達成度	成果2の達成度は部分的である。研修リソースの開発は達成されたものの、第3グループ研修の遅延により、研修実施関連指標は達成されていない。

指標 2-a) 研修カリキュラム・教材・評価モニタリングツールが開発される
達成済み

研修カリキュラム、教材、評価モニタリングツールは開発された。以下はその一覧である。

- 1) 少年保護関連職員研修カリキュラム
- 2) ファシリテーター用マニュアル (第1課程)
- 3) ファシリテーター用マニュアル (第2課程)
- 4) ファシリテーター用マニュアル (第3課程)
- 5) 研修管理マニュアル (添付資料として各種評価モニタリングツールを含む様々な関連資料が含まれる)

カリキュラムや教材の作成は、2009年から2013年までに行われた一連のNIT合宿/ワークショップを通じて行われ、そのいくつかにはUNAFEIからの短期専門家も参加し、技術面でのインプットを行った。2013年6月には、5機関の研修担当者やカウンティレベルなどで実務を担当している職員も招聘して、研修教材の最終確認を目的としたバリデーショ

ン・ワークショップを開催して最終化を行った。

なお、これらのカリキュラムや教材は、当初計画どおり「5 機関合同研修」のコンセプトに即して最終化された。2012 年 5 月の中間レビュー時には、第 1 課程は 5 機関合同とし、第 2、第 3 課程は特に少年保護・更生に関連する 3 機関（児童局、保護局、矯正局）を対象として、研修カリキュラム・教材の最終版を完成させることが提言され、教材を共通（必修）分野と実務特化分野に分ける方向で改訂を進めてきた⁵。しかし、2013 年 7 月の NIT 合宿で、児童局により「5 機関合同の研修が最大の意義」であり、「ジェンダー・児童・社会開発省次官の意向でもある」とされ、他機関も賛同したことにより再度方針転換が行われた。結果、プロジェクト開始当初にデザインされた 5 機関が全ての項目を受講する研修体制を、本プロジェクト終了後も目指すことになり、カリキュラム・教材もその方針に即して最終化された。

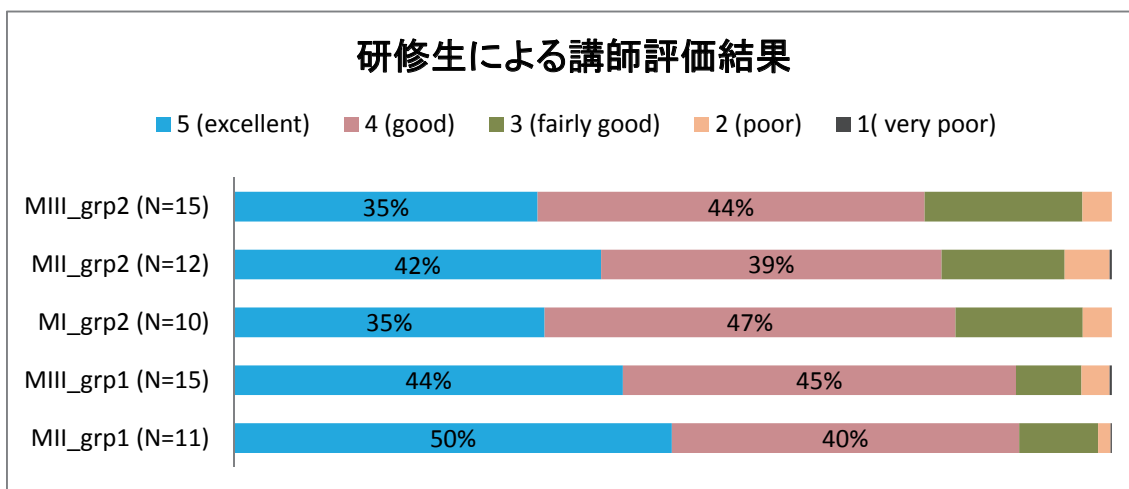
上記のカリキュラム、ファシリテーター用マニュアルの目次ならびに研修管理マニュアルの目次と添付資料一覧については、それぞれ付属資料 1 の Annex-12、Annex-13 および Annex-14 参照。

指標 2-b) 20 人以上の研修講師が少年保護関連職員研修員による評価でその能力向上が認められる。

的確なデータ無し／概ね達成

本指標を的確に検証するデータはない。その一因としては、同じトピックを異なる講師が担当したり、講師によって担当するトピックの数も様々であることから、個人の改善度を比較するに足る適切なデータを整備することができなかつたためである。ここでは、入手可能なデータを用いて、講師の能力について検証を試みる。第 1 グループ第 1 課程から第 2 グループ第 3 課程までの、5 回にわたって実施された研修生による講師評価（セッション評価）によると、以下の図に示すとおり 5 段階評価で、5（excellent／非常に良い）または 4（good／良い）の回答が大多数を占めていることが分かる。また、第 2 グループ研修生へのインタビューでも、研修生の講師に対する満足度は高かった。よって、研修講師は、集合研修を実施する能力を概ね備えているものと判断される。なお、研修講師リストには全 29 名が記載され、研修管理マニュアルに添付されている。

⁵ 中間レビューの提言は、プロジェクト終了後の持続可能性を考慮してなされたものである。当時は、特に裁判所からの研修への参加状況が良くなかつたこと、また、性質の異なる 5 機関間で合意形成を図りながらの運営体制の構築は困難と見られたことなどがその背景にあった。



出所：CCPO プロジェクト

注：MI、MII、MIII はそれぞれ第1課程、第2課程、第3課程を、grp はグループの略、N は回答者数を示す。尚、各課程により担当講師の構成は異なる。

研修講師の能力開発は、トレーナー研修（Training of Trainers: TOT）以外にも、UNAFEI 本邦研修、合宿・ワークショップ・会議等への NIT メンバーによる積極的な参加を通じて行われた。参考までに、実施されたトレーナー研修（TOT）と教材開発関連の合宿／ワークショップの一覧を掲載する。

トレーナー研修 (TOT)	参加者	時期
TOT	NIT (20 人)	09-13 Aug. 2010
TOT	NIT (15 人) * 2011 年 1 月に第 2 課程で研修した者のみ	09-10 Dec. 2010
TOT	NIT (19 人)	20 -21 Aug. 2013
ファシリテーター用マニュアル第 1 課程～第 3 課程ならびに研修管理マニュアル開発に関連する合宿／ワークショップならびに UNAFEI 本邦研修一覧		
1. Nov-2009	Naromoru 合宿	
2. Feb-2010	UNAFEI Training (NIT メンバー参加)	
3. May-2010	Naromoru 合宿	
4. Dec-2010	Nakuru (Bontana) 合宿	
5. Feb-2011	UNAFEI Training (NIT メンバー参加)	
6. May-2011	Soi 合宿	
7. Nov-2011	Soi 合宿	
8. July-2012	Nanyuki 合宿	
9. Sept-2012	Nakuru ワークショップ	
10. Nov-2012	Kitengera ワークショップ	
11. Mar-2013	Mombasa 合宿	

指標 2-c》 150 人以上の少年保護関連職員が試行研修を修了する。
未達成の見込み

第1グループと第2グループの参加対象者合計130名（第1グループ80名、第2グループ50名）のうち、修了者は合計102名（第1グループ70名、第2グループ32名）であった。詳細は以下の表に示すとおりである。第3グループ研修はまだ開始されていないため、プロジェクト終了までに目標値である修了者150人の達成は不可能である。

少年保護関連職員研修：機関別参加者数ならびに修了者数（人）

		児童局	保護局	矯正局	警察	裁判所	合計
第1グループ	第1課程開始時	39	17	9	9	5	79
	第2課程修了	38	16	9	4	3	70
	第3課程修了	36	16	9	9	0	70
	a. 卒業者数	36	16	9	9	0	70
第2グループ	第1課程開始時	27	7	6	5	5	50
	第2課程修了	26	6	6	5	5	48
	第3課程修了	25	6	6	5	4	46
	b. 研修修了証明書取得者数	20	4	6	1	1	32
	研修参加証明書取得者数	6	2	0	4	3	15
合計	卒業/修了者数 (a+b)	56	20	15	10	1	102

出所：CCPOプロジェクト

注：第1グループは、第3課程修了者と卒業者数は同数であり、卒業の判定に出席状況のみを基準としている。また、当初対象予定者80名が参加決定していたが、第1課程開始時点で急遽1名が不参加となったため、同合計数が79名となっている。第2グループでは、修了判定基準をより厳しくし、3つの基準（出席状況45%、実習報告書提出状況50%、知識習得度アセスメント結果5%の配分）に基づいて判定した。

当初、参加者の合計は240名（80名 x 3グループ）と設定されていたが、予算上の制約もあり、第2、第3グループではそれぞれ50人と下方修正された。また、修了者数（参加者数ではない）の目標値は、中間レビュー時点で、第1グループ修了者実績が既に70名に達成していたことから、プロジェクト期間内に予定通り第2、第3グループの研修が完了することを想定し、達成目標として150名とした。しかし、第3グループの研修は開始されておらず、その背景については次の「実施プロセス」の項で説明している。

第1ならびに第2グループの研修参加者リストは付属資料1のAnnex-15参照。実施された集合研修一覧は以下のとおり。

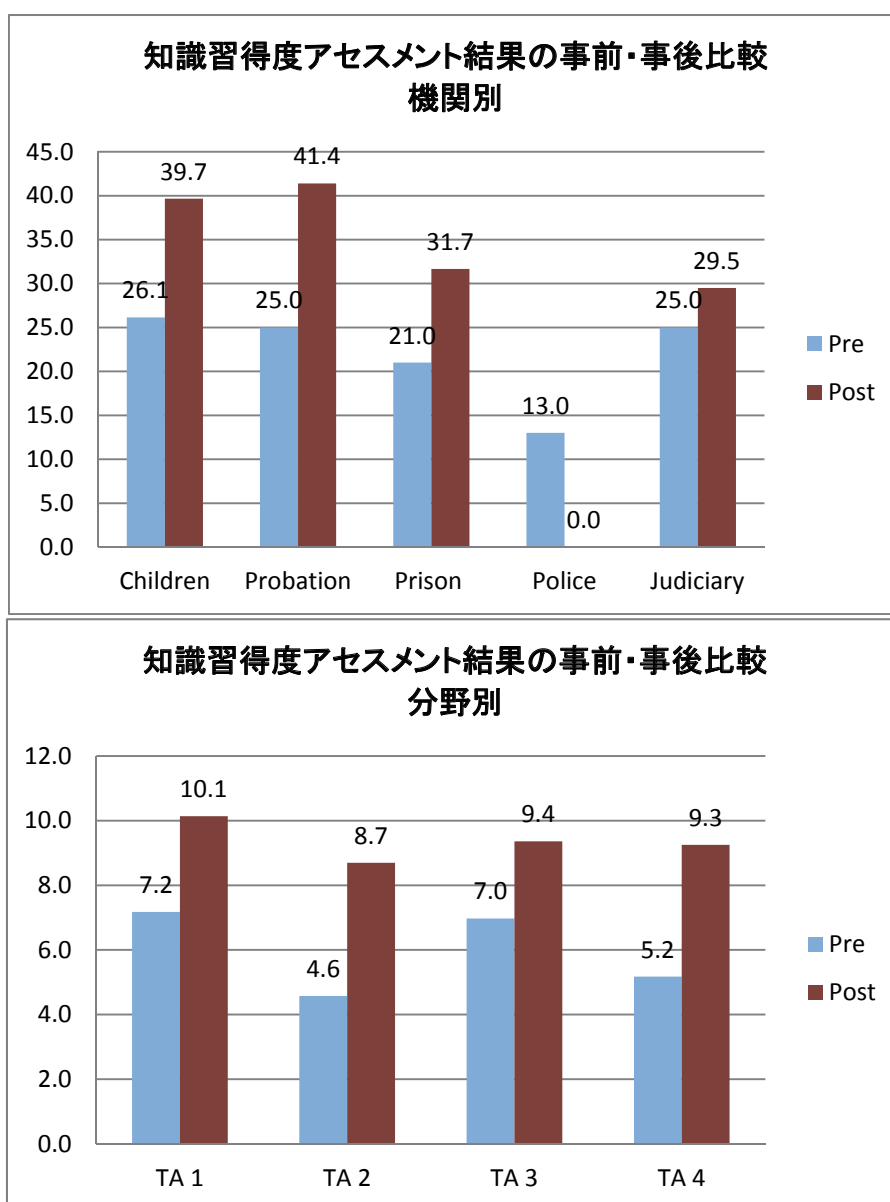
少年保護関連職員集合研修一覧

研修		日程
第1グループ	第1課程	09-16 Sep. 2010
	第2課程	24 Jan.- 04 Feb. 2011
	第3課程	22 Aug. - 02 Sep. 2011
第2グループ	第1課程	30 Jan.-10 Feb. 2012
	第2課程	29 Jul.-10 Aug. 2012
	第3課程	11 - 22 Feb. 2013

指標 2-d) 80%以上の少年保護関連職員が評価報告の中で知識、技術、態度が向上したことが認められる。

知識面のみほぼ達成を確認

本指標のうち、入手可能な知識面のデータを検証したところ、向上が確認された。以下の図に示すとおり、第 2 グループに対して実施された知識習得度アセスメント結果によれば、機関別、分野別とも事前・事後比較（Pre-Post Comparison）において、向上していることがわかる。なお、本指標のうち、技術、態度の 2 領域については、改善状況を的確に検証するデータはないが、研修生・直属上司へのインタビューや、NIT メンバー・研修生の報告書等によると、既にサービスの質向上を示す良い兆候が表れており、これら具体的な行動変容の背景には、研修生の技術、態度の向上があると推察される。詳細は付属資料 1 の Annex-16 参照。



出所：CCPO プロジェクト

注：機関別の満点は 80 点。尚、警察の事後データはアセスメント結果が妥当でないとしてキャンセルしたため、零点となっている。（試験問題の事前漏えいが発覚し、事務局で議論した結果、全員零点としたもの）。各分野（セマティック・エリア：Thematic Area: TA）別の満点はそれぞれ 20 点。なお、第 1 グループでは、分野 1 から 5 までのアセスメントを行ったが、第 2 グループでは、分野 5 は外して行った。（分野 5 の知識習得度アセスメントの内容が、一般常識的な設問であったため、あえて試験をする必要性がないと判断さ

れたため。) また、事後のアセスメントでは、事前に比べていくつか問題が追加されているが、上記データは、同一の問題に対する回答結果のみを事前・事後比較したものである。

**指標 2-e) 150人以上の直属上司がスーパービジョンワークショップに参加する
未達成**

これまでのところ、合計 65 名が UNAFEI でのワークショップ、あるいはケニア国内におけるワークショップに参加した⁶。第 3 グループ研修遅延により、同研修生の直属上司向けの活動も開始されておらず、2012 年 5 月を最後にスーパービジョンワークショップの開催はない。

**指標 2-f) 80%以上の少年保護関連職員が実地研修後に実地研修報告書を提出する。
未達成/努力が認められる**

報告書提出は、第 2 グループより義務付けられたもので、各実地研修後の提出率は以下のとおり。

第 2 グループ：第 1 回後 (64%)、第 2 回後 (74%)、第 3 回後 (62%)

実地研修で取り組む課題を考慮すると、上記提出率は努力が認められる数値と言える。実地研修は、少年保護関連職員の業務の現場におけるパフォーマンス・ギャップに対応するために、集合研修で獲得した知識・技術・態度を実際に活用して、そのギャップの改善に取り組むものである。研修生は、個別のワークプランを作成し、他の少年司法関連機関ならびに様々なステークホルダーとのネットワーク強化を目的として、業務地においてステークホルダー・マッピングを行い、児童・少年の課題に関する地域内の人的リソースを把握することが求められる。実地研修第 1 回では、その名簿作成が課題として与えられる。第 2 回、第 3 回の実地研修では、研修生がグループ課題の中から一つを選択し、地域においてチームで他のステークホルダーとともに児童・少年の事例を扱う、あるいは子どもの利益を守る上で障害となっている問題に対して予防活動を行う、というものである。

**指標 2-g) 60%以上の直属上司が実地研修後にスーパービジョン報告書を提出する。
未達成**

直属上司を対象として、その理解と認識を高めるための活動は、第 2 グループより開始されたもので、報告書提出率は以下のとおり。

第 2 グループ:第 1 回 (20%)、第 2 回 (2%)、第 3 回 (2%)

本指標は、研修生が職場において研修成果を発揮する上で必要な直属上司の支援状況を見るために設定された指標であるが、その目的に照らすと、報告書提出率は必ずしも適切な指標であったとは言えない。研修生ならびに日本人専門家によれば、報告書の提出がなくとも、協力的な上司は確認されている。また、プロジェクトでは、2012 年 10 月のモニタリング以降、NIT メンバーによる「メンター制度」を新たに導入し、メンターが研修生を訪

⁶ 中間レビュー報告書では、73 名となっているが、内 8 名は UNAFEI とケニア国内におけるワークショップの両方に参加していることが判明したため、65 名に訂正。

問し、研修生と直属上司が良好な関係を築くことができるよう、研修生のみならず、直属上司も対象として指導を行うこととした。研修生へのインタビューによると、この方法により上司からの理解と支援が増えたと評価されている。

2-2-3 成果（アウトプット）3

成果3	少年保護関連職員研修の運営体制が確立する
指標	3-a) 研修管理マニュアルが試行研修の実施の経験に基づいて開発される。
達成度	成果3は達成済みである。ただし、第3グループの研修を実施しながら、NIT/事務局がマニュアルを試行することは、プロジェクト期間内には達成される見込みが低い。

指標 3-a) 研修管理マニュアルが試行研修の実施の経験に基づいて開発される。 達成済み

研修管理マニュアルは開発済みで、現在印刷中である。マニュアルは、基本的に NIT メンバーによって書かれたもので、第1、第2グループ試行研修の実施経験をまとめたものである。このような作成プロセスをみても、本マニュアルに対する NIT メンバーのオーナーシップは強いものがあるため、彼らによって今後活用されていくことを期待したい。

しかしながら、第3グループ研修が遅延しまだ開始されていないため、マニュアルを使って研修の全サイクルを管理する試行を、プロジェクト期間内には行うことはできない。マニュアルの試行も実施されれば、より効果的であった。

また、PDM 指標は中間レビュー時に修正したものであるが、マニュアル作成以外にも、運営体制確立にかかる指標も別途設定しておくべきであったことが指摘される。以前の PDM では、マニュアル作成以外にも「少年保護関連職員研修実施のための予算及び人員が定期的に措置される」という指標があったが、プロジェクト目標においても同様の指標が記載されていたことから、プロジェクト目標で制度構築の達成指標として採用し、成果3からは削除した。しかし、活動3-1にも「少年保護関連職員研修にかかる予算・人員計画案の作成及び見直し」とあるとおり、予算・人員にかかる運営体制確立に向けたプロセスを検証する上で、同様の指標も残しておくことが望ましかった。なお、その観点では、児童局は毎年予算計画を策定するものの、計画通りに予算獲得・支出されることはなく、人員計画案についても、集合研修実施の目的でアドホックに作成したという結果であった。

2-3 プロジェクト目標

プロジェクト目標の PDM 指標に基づく達成度は以下のとおり。

プロジェクト目標	少年保護関連職員の基準人材像に向けた研修実施体制が開発される。 注：研修制度＝理論のモジュールサイクルと実習との組合せから構成される研修制度
指標	(a) 90%以上の CCPO 研修員が研修を修了する。 (b) 持続可能な少年保護関連職員研修体制に向けた実行可能な予算・人事・運営メカニズムの計画が開発される。

達成見込み	プロジェクト目標は、第3グループ研修の遅延ならびに持続的な研修のために実現可能な計画が未策定であることから、達成される見込みが低い。
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指標 (a) 90%以上の CCPO 研修員が研修を修了する。

第3グループ研修の遅延により未達成

本指標の目標値 90% は、予定されていた3回の試行研修のうち、最も良い結果を出すことが期待される最終第3グループの修了率に対して設定されたものである。しかし、研修の開始が遅延しており、目標値は達成される見込みが低い。

参考までに第1、第2グループの修了率をみると、それぞれ 89% (79名中70名)、64% (50名中32名)であった。なお、第1グループと第2グループでは、修了の判定基準は異なる。出席状況のみであった第1グループよりも第2グループではより厳しく、3つの基準(出席状況 45%、実地研修の報告書提出 50%、知識習得度アセスメント結果 5%の配分)に即して判定した。

指標 (b) 持続可能な少年保護関連職員研修体制に向けた実行可能な予算・人事・運営メカニズムの計画が開発される。

未達成

実行可能な計画はまだ作成されていない。中間レビューでも提言したとおり、持続性は重要な課題であり、2013年1月から2月にかけて実施された UNAFEI 本邦研修でも、集中的に議論された。しかし、児童局がイニシアティブを取って他機関とともに計画を開発することはできていない。他方、本研修制度が多機関で行う少年司法制度全体をターゲットとしていることが、裁判所が推し進めている「改革 Reform/Transform」の理念⁷と適合することから、5機関合同研修制度を維持するための中心機関として裁判所研修所(Judiciary Training Institute : JTI)を推薦する声が、NITの多くのメンバーから上がり、2013年5月以降、同研修所との話し合いがもたれた。裁判所研修所からは、強い関心とリーダーシップが見られており、予算・人事・機関間の調整業務・研修修了証明書の発行などを同研修所が担当することが提案されている⁸。しかし、この案については、児童局以外の機関は基本的に賛成の方向であるものの、児童局側の政治的な反発もあり具体的な話し合いは進んでいない⁹。結果、現在にいたるまで、5機関により合意された具体的な計画はないため、本

⁷ 裁判所改革の4つの柱のうち、「People-Focused Delivery of Justice」では、これまでの単独主義を避け、より多くの人々に開かれた裁判所を目指している。これの実現のため、他のステークホルダーとの連携強化を図り、協働で司法サービスと提供していくことも目指しており、これが、本研修制度の概念と重なる。また、この柱の中で、裁判所としてリーダーシップを重視すること、そのための裁判所研修所を通じて人事育成の強化も挙げられている。

⁸ 長期専門家によると、2013年6月21日の会議では、裁判所研修所の所長から、「裁判所として、社会的弱者に対する司法サービスの向上は重要で、児童・少年という社会的弱者に焦点を当てた研修の意義は大きく、ぜひ実施したいと思っている。」「研修内容が「司法分野」に特化したものでなくとも問題なく、むしろ判事への研修内用としては重要」との発言があった。

⁹ 児童局内でも、必ずしも統一された意見があるわけではない。本案については、児童局長の発案でもあり、インタビューでも児童局長は基本的に賛成の意向を表明している。児童局のNITメンバーの中にも、裁判所は少年司法の中心であり、研修所があること(ただし宿舎はない)、予算面でも比較的潤沢であることなどから、持続性を優先すると、児童局よりも適切であると考える者が多い。他方、NIT事務局のリーダーや新任のSC議長は、裁判所が児童局のポジションに取って替わるのではないかと、という点を懸念しており、本案に反対している。

指標は達成される見込みが低い。プロジェクト終了までに計画を作成し、5 機関ならびに必要なに応じ他の機関も署名者として含めたいうで、合意されることが望まれる。

2-4 上位目標

上位目標の PDM 指標に基づく達成度は以下のとおり。

上位目標	関連 5 機関の少年保護関連職員によるサービスが向上する
指標	(a) 研修評価指標を用いたプロジェクト終了後の調査結果において向上が認められる。
達成見込み	上位目標はプロジェクト終了後に検証されるものであるが、既に研修生によるサービス向上が見られる。

指標 (a) 研修評価指標を用いたプロジェクト終了後の調査結果において向上が認められる。

期待できる

プロジェクト終了 3～5 年後の達成を目指す上位目標の達成度の検証は、現時点では時期尚早である。既述のとおり、研修のアウトカム指標である「少年保護関連職員の機関別サービス評価指標」(付属資料 1 の Annex-11) は開発されており、今後は、本指標に基づきケニア側によるプロジェクト後のインパクト調査の実施が期待される。

現時点での上位目標の達成見込みを検討したところ、研修生・直属上司へのインタビューや、NIT メンバー・研修生の報告書等によると、既にサービスの質向上を示す良い兆候が表れていることが確認できた。以下は、本評価調査中にキスム (Kisumu) とカカメガ (Kakamega) で行ったインタビュー調査により収集した、好事例である。

- * 現場における 5 機関ならびに他のステークホルダーとのネットワークを強化し、児童・少年のケースへの認識を高め、適切な処遇の実践に貢献している¹⁰。
- * 裁判所では、児童・少年のケースにおいて全ての情報を集約し、他機関により適切に扱われているのかトラッキングができるような新しいフォーマットを導入した。
- * 裁判所では、児童・少年のケースの処理を速やかに行うようになった。
- * 少年院 (Borstal institution) において、個別的処遇計画 (Individual Treatment Plan : ITP) の導入と少年の立場に立った処遇改善等により、脱走¹¹や再犯率が下がった。

この他にも、実地研修に関連して多くのサクセスストーリーが報告されている。詳細は付属資料 1 の Annex-16 参照。以下はその要約である。

実地研修に関連したサクセスストーリーの要約

¹⁰ Court Users' Committee のような既存組織の活性化、Court Users' Committee メンバーへの研修、不定期であったコミュニティ会合を定期的に行って児童・少年の問題を議論する、Area Advisor Council を対象とした訓練を行う、地元 5 機関の職員ならびに NGO 等も参加したステークホルダー会議で釈放された児童・少年児童・少年について話し合いを持つなど、具体的な例がインタビューした研修生から述べられた。

¹¹ 2009 年 20 件のところ、2012/13 年は 1 件のみとの回答 (シクサ少年院)

- 1) スタッフ研修プログラム（ワムム更生学校）
 - ・ 研修生が、本研修で学んだ児童・少年のケースに関する国際法や基本原則などについて、職場の同僚に対し研修を行った。
- 2) スタッフ向け啓発教材（シモラティワ少年院）
 - ・ 研修生は、基本原則（児童の権利）について教材を作成し、他スタッフの啓発を行った。
- 3) ファイリング・システム改善（ニエリ少年鑑別所や Wundanyi や Trans Mara の児童専門官事務所など多数）
 - ・ 研修生が、個別ファイリング・システムを導入した。
- 4) ネットワーキング強化（ルムルティ児童専門官事務所）
 - ・ 研修生が、地元のリーダーと協力して児童労働問題に対処するために、児童保護体制を強化した。
- 5) 5 機関間の協働・ネットワーキング強化（多数）
 - ・ 多くの研修生が、ステークホルダー会議を増やした（各地）
 - ・ Butere 裁判所のイニシアティブにより、児童保護チーム（Child Protection Team）を導入した。
 - ・ 第 2 グループ研修生のほとんどが、ステークホルダー・マッピングにより、児童の保護に関する地元のパートナーを把握している。
- 6) 他のステークホルダーを対象としたキャパシティ・ビルディング（Turukana West の児童専門官）
 - ・ 研修生が、20 人以上の小学校教員の参加を得て、体罰に代わる方法の検討を行うワークショップを開催した。
- 7) 先行プロジェクト成果の活用（Naivasha, Trans Mara, Kakuma, Kitale）
 - ・ 先行プロジェクトで UNAFEI 教官により導入されたニーズ／リスク・アセスメントのツールのさらなる活用を図った
- 8) 警察にある児童保護ユニット（Child Protection Unit）の再開（Kisumu）
 - ・ NIT メンターにより、児童保護ユニットが再開された。
- 9) ツール開発（Butere 裁判所）
 - ・ 研修生が、児童・少年のケースの進捗をモニターできるツールを開発した。
- 10) 個別的処遇計画の導入（シモラティワ少年院、シクサ少年院）
 - ・ 個別的処遇計画（ITP）作成が導入され、児童・少年の特性に応じて個別性に配慮した処遇をすることの重要性が理解され、実践に移された。
- 11) 中間処遇経過報告書（Mid-Progress Report）の導入（シモラティワ少年院、シクサ少年院）
 - ・ 中間処遇経過報告書の作成が導入され、少年院収容中の少年の処遇状況が保護観察所へ伝達されるようになった。

3. 実施プロセス

3-1 活動の進捗

PDM と運営計画（Plan of Operation: PO）に計画された活動の多くは、必要な調整を経て実施された。PO と活動進捗状況の詳細は、付属資料 1 の Annex-17 & 18 参照¹²。以下は、2013 年 7 月現在において、遅延／実施されていない主な活動である。

活動 2-5	第 3 グループ研修は開始されていない。
活動 2-7	第 3 グループ研修遅延により、同グループ研修生の直属上司を対象としたスーパービジョン・ワークショップも実施されていない。
活動 2-8	第 3 グループ研修遅延により、同グループ研修生の直属上司を対象としたワークショップも実施されていない。

¹² 中間レビューでは、PDM（Ver.2）修正過程において、活動 2-7 は「講師向け」「直属上司向け」のワークショップ実施であったところを分割し、「直属上司向け」ワークショップは活動 2-8 に含めることとしたが、PO ならびに PDM（Ver.2）に修正が正確に反映されていない。

上記のとおり、中間レビュー以降の主な問題として、第3グループ研修とそれに関連する直属上司を対象とした活動の遅延があげられる。その背景には様々な要因がある。まず、第2グループの研修に関するSCによる議論が進まず、予算措置が遅れたことがある。また、長い間NITのメンバーとして大きな貢献をしてきた人員（事務局における児童局のキーパーソン含む）が、中間レビュー後に異動となったことも、タイムリーな研修実施に影響を与えた。加えて、2013年3月の総選挙と、その後のジェンダー・児童・社会開発省の改編及び児童局の労働・社会保障サービス省への移管も遅延の要因となった。他にも、研修の計画と実施を促進すべき事務局の機能が弱体化したこともあげられる。事務局により、2013年7月に第3グループ研修についての話し合いがもたれ、8月に第1課程を開始することが予定された（各機関10名ずつの参加者で合計50名を予定）。しかし、実際には、申請予算の承認次第という状況である。

プロジェクトの全期間を通じて、ケニア側の財政問題は活動の進捗に影響を与えた。本プロジェクトでは、経費負担について、カウンターパートの日当宿泊は、研修、教材作成などの合宿、スーパービジョンに伴う出張などすべての活動において、ケニア政府側の負担とし、JICAは、研修の会場費の一部や合宿の会場費や機材・文房具等を貢献することで合意している。しかし、途中、児童局及び関連機関からの予算措置がなされず活動が滞った局面においては、JICA側で負担して活動を進めざるを得なかった。児童局と他の機関は、現金・現物による財政負担にベストをつくしたものの、一般的な研修予算の中からのアドホックな支出であり、本プロジェクト向けの予算措置のないことが、全5機関とも未解決の問題として残った。

3-2 技術移転／キャパシティ・ディベロップメント

1) 実施チーム（NIT）のキャパシティ・ディベロップメント手法

試行研修の実践を通じてNITメンバーの能力強化を行った手法は有効であった。NITメンバーは、カリキュラム、ファシリテーター用マニュアルや評価モニタリングツールの開発に、積極的に取り組んだ。講師として集合研修を実施するとともに、実地研修における研修生へのスーパービジョンも行った。また、研修管理マニュアルの作成にも重要な役割を果たした。日本人専門家からは、理論面での更新や実践的な要素を取り入れるなど、技術的なインプットがなされた。このようにして、NITメンバーは、第1、第2グループ研修実施経験の継続的かつ精力的な振り返り作業を通じて、全体的な研修管理サイクルの実践に携わった。

2) 調整ならびに事務局機能

調整ならびに事務局機能については、さらなる能力強化が期待される。中間レビュー以降、持続性を念頭に事務局がその役割を主体的に果たすべく、それまで長期専門家によってかなりの程度行われていた支援をあえて減らす方向にシフトした。結果、活動の進捗でも述べたとおり、児童局の事務局キーパーソンでもあったメンバーの異動とも相まって、事務局機能は弱体化した。週1回程度行われていた会議も、数カ月に1回程度と極端に減った。特に事務局ヘッドのコミットメントの低さが、プロジェクト関係者から指摘されている。ケニア側には、これから開始される第3グループならびに以降の研修運営において、よりイニシアティブを発揮することが推奨される。

3-3 プロジェクト・マネジメント

1) 3つのレベルで構成されるプロジェクト運営体制

JCC、SC ならびに NIT の 3 レベルで構成される運営体制は、特に政策決定レベルにおいて十分に機能しなかった。JCC については、アポイントされたメンバー全員の参加を得て会議が開催されたことは、結局一度もなかった¹³。当初、JCC は関連する省庁の次官（Permanent Secretary）と高等裁判所の Chief Registrar レベルをメンバーとしており、現在も、総選挙後の省庁改編により関連 2 省の次官（Principal Secretary）と高等裁判所の Chief Registrar から構成される。このような政府高官によるメンバーシップは、少年司法のような複数の省庁に関連し、マルチセクターな政策課題を扱うことから、意図的に構成されたものである。しかし、プロジェクトの期間を通じ、そのような当初目的に即して機能することはなかった。SC 会議についても、同様の問題がある。SC 会議は、四半期毎に開催する規定にも関わらず、開催されていない。中間レビューの提言にも関わらず、それ以降の開催も、2013 年 6 月までに 1 回のみであった。また、SC では、レベルのかなり異なるメンバーが混在していることへの疑義を唱える意見もあった¹⁴。中間レビューでも議論されたとおり、SC は実質的な意思決定を行い、JCC ではその決定を承認（authorizes）することが期待されたが、その状況は改善されなかった。

2) 5 機関共同によるプロジェクト運営実施体制

5 機関が共同で行う体制は、調整コストを増大させたものの、研修の質向上と効果の観点で効果的であった。5 機関の知識やリソースを最大限活用することにより、単独の機関で行うよりも研修教材や講師といった研修リソース開発面での質を高め、相乗効果をもたらした。また、研修参加者は、仕事の現場では実際に連携する必要のある関連他機関と合同で行うユニークな本研修機会を、高く評価している。5 機関共同運営実施体制に伴う調整コスト以上に、効果が大きかったと判断される。

3) コミュニケーション

中間レビューでも指摘されたが、NIT から SC を通じて JCC のメンバーに対する情報共有を行うことについては、定期的には行われず、SC と JCC レベルにおける各機関間のコミュニケーションに影響を及ぼした。NIT メンバーは、自分の所属する機関の SC ならびに JCC レベルのメンバーに対して、プロジェクトの進捗や課題など政策決定に必要な情報を共有し、また、組織内でもロビー活動を行うことが期待された。前述のとおり、JCC や SC は、メンバーシップやリーダーシップの問題から十分その役割を果たさなかったが、NIT と SC、JCC レベルとのコミュニケーションやロビー活動が十分なされなかったことも、一因としてあげられる。

3-4 オーナーシップ

1) 運営体制における 3つのレベルのオーナーシップ

JCC、SC、NIT からなる 3つのレベルでは、プロジェクト期間を通じ NIT が最もオーナ

¹³ 代理参加はあったが、意思決定を行う立場でなかったり、会議によってメンバーが変わるなど一貫したものではなかった。

¹⁴ 例えば、警察庁長官（Inspector general of Police）や、矯正局長（the Commissioner general of Prisons）は、他メンバーと比較するとハイレベルすぎるとの意見がある。

ーシップが高かった。プロジェクト開始当初から貢献してきたメンバー数名の異動による影響はあったものの、3つのレベルの中で、最も積極的なグループであったことは変わらない。他方、JCC、SCレベルのオーナーシップは、その機能を果たしていないという観点から、高いとは言えない。

2) 5 機関のオーナーシップ

児童局以外の協力4機関による貢献と参加は、中間レビュー時よりも増加した。第2グループ第3課程では、各機関による研修経費分担（研修参加者の人数に応じた宿泊料の負担と日当の支出）も実現した。また、以前は問題があった裁判所からの研修への参加状況も改善しており、研修に関する担当部署が裁判所研修所に一本化され、連絡も円滑になった。中間レビュー以降、警察からの事務局メンバーの配置も正式なものとなった。

他方、児童局の財政負担は減少した。当初、児童局は、一般予算から他機関からの参加者費用やほとんどの交通手段の支援をするなど、最大の努力をしていたが、第2グループでは、児童局からの参加者に対する研修経費を負担することができず、JICAが負担せざるを得なかった。プロジェクト向けの予算獲得がなされていない上、一般予算からこれまでは捻出していた費用負担も難しくなった。その背景には、他の活動を優先したことにより、児童局内での予算削減があったものと理解される。

児童局は、本プロジェクトの主要カウンターパートであり、JCC、SCの議長、NITならびに事務局のヘッドを務める立場であるにもかかわらず、児童・少年の課題を扱う核となる機関としてのプライドと調整役としての意識は高いものの、実際に行動を起こすリーダーシップは不十分であったと言わざるを得ない。既述のとおり、児童局のイニシアティブにより、「5機関合同の研修が最大の意義」であるとして方針の再転換をしたにもかかわらず、中間レビュー以降の1年間、5機関による研修制度維持に向けた具体的なアクションは取られなかったことは、その一例である。また、他機関と比べ、省庁再編後の所属省庁の確定が2013年7月まで決まらなかったことから推察されるように、5機関の中では、他の協力機関に対してリーダーシップを発揮するうえでは、必ずしも最適な立場にない機関ともいえる。

4. 評価5項目による評価結果

4-1 妥当性

妥当性は「高い」と判断され、その理由は以下のとおり。

1) 政策・ニーズとの整合性：高い

- Kenya Vision 2030の政策の柱として、ケニア社会における法令の順守と個人の人権・自由を守る政治の遂行を掲げている。国家児童政策（National Children's Policy）には、子どもの権利条約（1989年）に基づく目標が設定されており、児童法（Children Act）（2001年に制定され、現在は新憲法に即した修正・調和化のレビュー中）の実践も、政府のコミットメントとして示されていることから、本プロジェクトと整合性がある。
- プロジェクトは、日本の対ケニア共和国別援助方針（2012年4月）とも合致しており、事業展開計画においては優先分野である「人材育成」に含まれている。
- プロジェクトは、ケニア社会ならびにターゲット・グループ（5機関の少年保護関連職員）のニーズに整合している。児童法、憲法、Kenya Vision 2030に取り組む上で、研修

効果が児童・少年の課題解決に影響を及ぼすものである。また、5機関とも、児童・少年の問題を扱う本研修制度のような包括的な研修プログラムがないため、研修制度開発のニーズが高い。児童局には、数週間の一般的な行政手続きを中心とした導入研修しかなく、他機関の既存の研修制度でも、同分野はほとんどカバーされていない。さらには、5機関の少年保護関連職員は仕事の現場において児童・少年のケースを担当する際に、お互いが日常的に連携する必要があるにもかかわらず、関連機関が連動してケースワークがなされないことは、以前から認識されていた同分野の大きな課題である。本研修は、そのような課題に対応する上で整合性が高い。

- 5機関合同研修ニーズは、今後も継続してある。まず、規模の観点からみると、本プロジェクト期間中に輩出した修了者数は5機関合計でも102名に過ぎず、うち研修の主なターゲットと設定された児童局の児童専門官は56名である。本プロジェクト形成時(2009年)の問題意識として、2007年度の160名もの新規採用もありながら、十分な知識のないまま地方で活動をしている実情があり、また、その後も年間100人程度の採用予定が見込まれていたことがある。児童局より聞き取った近年の採用内訳は以下の表のとおりで、2009年度以降の採用数は想定数には満たず、2012年にいたっては採用ゼロとなっている。また、2013年の採用予定についても不明である。しかし、2007年から2012年の間に雇用された児童専門官は、合計277名に上り、転職者等を含めても、研修ニーズは継続していると判断される。

年	採用された児童専門官数(人)
2007	160
2008	17
2009/2010	50
2011	50
2012	0
合計	277

出所：児童局

注：新規採用児童官の中には、他機関へ転職したものもいる。例えば、2007年の160名のうち、2012年の中間レビュー時点で残っているのは145名とのことであった。

また、サブターゲットとされた他4機関の職員についても、本評価調査の過程で各機関が表明したように、より多くの研修生に対する強い研修ニーズがある¹⁵。各機関の修了生は保護局20名、警察15名、矯正局10名、裁判所1名に過ぎない。特に少年保護・更生に関連する保護局、矯正局はもとより、裁判所についても、現在は全ての裁判官が児童・少年のケースも担当することとなり、本研修で扱う内容について熟知していることが求められる。警察でも、2003年に全国にGender & Children's Deskを設置した後、現在はChild Protection Unitの設置を促進中である¹⁶。警察は、少年司法のケースにおいてエントリーポイントであることから、研修ニーズは高い。矯正局も、少年院や少年刑務所に収容されている何百人もの少年の数に照らすと、本研修を受けた人数は少なすぎるという意見である。保護局については、約650名の保護観察官が勤

¹⁵ サブターゲットについては、本プロジェクト計画策定時に、プロジェクトで対応可能な範囲で実施するとされた。

¹⁶ 警察によると、①14か所のCPUがあり、2箇所は機能していない、②18か所のCPUの内、機能しているのは3箇所程度といった、人によって異なる数字が述べられた。

務しているところ、児童局と同様に保護観察官向けの既存研修内容は短期間に一般的な内容をカバーするに留まっている¹⁷。

2) プロジェクト・アプローチの適切性

2)-1 5 機関合同による研修制度構築: 野心的であったが最終的に実現した

- 5 機関合同研修は、調整コストの増大にもかかわらず、現場におけるギャップを埋め、5 機関の職員による連携強化の道を拓く上で、大きな成功をもたらした。上位目標の項でも述べたとおり、活発なネットワーキングが行われ、その結果、5 機関間はもとより他のステークホルダーも含めて、課題であった連携が行われるようになっていることが、多数報告されている。
- 5 機関合同による研修制度構築は、研修の質を高める上で効果的であった。各機関の知識とリソースを最大限活用することにより、質の高い研修教材・講師の育成などに資するものであった。
- 中間レビュー時には、全3モジュールを5機関合同で実施する研修体制を改め、5機関共通のモジュールと少年保護・更生が主要業務である3機関を対象とするモジュールとに分けるよう提言したが、児童局以外の関連4機関のコミットメントの増大や、裁判所改革の中で裁判所にとって本研修の意義が高まるといったような、新たに現れた好ましい環境変化を考慮すると、5機関合同研修体制の継続を追求することは、研修の意義を維持する上では望ましいと考えられる。

2)-2 理論のモジュールサイクルと実習との組合せから構成される研修制度の構築: 効果的かつ適切

- 理論のモジュールサイクル(第1～第3課程)と実習との組合せから構成される本研修制度は、効果的であり適切である。特に実習は、本研修において特徴的な側面である。前述のとおり、実習に関連した数々のサクセスストーリーがある。研修生へのインタビューでも、学習効果ならびに現場におけるサービスの質に与える影響の観点から、実習の重要性を強調していたことが特筆される。
- 日本の本分野における職員育成の際に取り入れているOJTスーパーバイズ制度をケニアの状況に即した形で導入したことは、非常に効果的であった。本研修におけるOJTは、実習での研修生によるワークプランの作成と、NITメンバー(メンター)による現場訪問ならびに研修生・直属上司へのガイダンスという形で行われた。このようなスーパービジョンは、研修生を正しく導くとともに、研修効果を高めることに大きく貢

¹⁷保護局では、現在、全保護観察官向けのディプロマプログラムの設置を計画中。そのカリキュラムの少年司法に関する部分では、一部本研修カリキュラムを抜粋して反映させたとのことである。ディプロマプログラムは、2013年6月に議会(Senate)によりカリキュラムが承認されたため、可能であれば、来年度ぐらいから、大学等と協力してコースを開始したい意向がある。一方、予算等の問題もあり、実現するにはまだ長い道のりであるとみる同局職員もおり、来年度の実現性はまだ不確定である。尚、プロジェクト終了後も少年保護関連職員研修が継続された場合、ディプロマプログラムの参加者との振り分けはどのように行うのか質したところ、特に児童・少年のケースを担当する保護観察官には、CCPO研修を受けさせる(あるいはディプロマコースに加えて受けさせる)こととなり、保護観察全般を扱うディプロマプログラムと、少年司法を実践的に学ぶ本研修のニーズは並行して継続し、ディプロマプログラムが設置されたからと言って、CCPO研修の必要性がなくなるわけではない、との回答であった。保護局は、本プロジェクトの全期間において積極的に貢献してきた機関であり、プロジェクトの内容もよく理解している上での発言であることから、本研修ニーズの継続はあるものと判断される。

献した。

2)-3 当該分野における長期支援の出口戦略：効果的かつ適切

- 本プロジェクトは、長年に亘る両国政府の少年司法分野における支援の総括（出口）として計画されたが、出口戦略として効果的かつ適切であった。以下の表は、過去 20 年にも遡る協力の概略年表である。（いずれも、JICA による支援として行われており、本分野への支援は 17 年余りに亘る。）年表にもあるとおり、日本の少年司法制度の紹介という導入段階から始まり、制度構築からその運用化・強化へと支援の目的・内容は進化してきた。先行する協力を基盤として本プロジェクトが形成され、最終的に過去の成果物（例えば全国基準など）も統合して少年保護関連職員に必要な研修リソースを開発し、研修制度の開発・構築を行った。

少年司法分野におけるケニアと日本の協力年表

プロジェクトあるいは活動	目的
1990~1991: UNAFEI 本邦研修	日本の少年司法制度の紹介
1997~2002: UNAFEI 専門家派遣 2000~2002: UNAFEI 本邦研修	全国基準及び児童保護司制度を含む少年司法制度の構築及び少年保護関連職員の能力向上
2003~2006: 青少年犯罪防止及び処遇制度改善プロジェクト*	
2006~2009: 特別な配慮を要する子供の犯罪防止、リハビリテーション及び保護プロジェクト*	少年司法制度の運用化・強化及び少年保護法関連職員の能力向上
2009~2013: 少年保護関連職員能力強化プロジェクト	少年保護関連職員の能力開発のための研修制度開発・構築

注：*の2つのプロジェクト（2003～2006 と 2006～2009）でも、短期専門家派遣と UNAFEI 本邦研修が行われた。

2)-4 日本・他ドナー支援との補完関係

- 上記のとおり、日本の先行支援との連携に加え、JICA は少年保護・更生分野へのボランティア（青年海外協力隊）派遣も行っている。2013 年 7 月現在での派遣実績は、更生学校等における「青少年活動」を中心に合計 39 名となっている。昨年度は、児童局と保護局から要請されたボランティアも確保され、今年度随時派遣される予定となっている。各配属先からの評価、及びボランティアの満足度も高く、更なる戦略性のもと今後も継続して派遣を行っていく予定である。
- 児童保護分野への他ドナー支援としては、現在も、英国国際開発省（DFID）、国連児童基金（UNICEF）、スウェーデン国際開発協力庁（SIDA）ならびに世界銀行の支援による、OVC（Orphans and Vulnerable Children）へのキャッシュトランスファープログラムが実施されている。しかし、少年司法を切り口とし、5 機関を巻き込んでの研修制度構築や、能力向上支援を行った本プロジェクトのような包括的な支援は他になく、重複はない。

3) プロジェクトを取り巻く環境変化

- 中間レビュー以降の主な変化としては、以下 3 点があげられる。

- ①新憲法に即した分権化政策施行により、行政区分の変更とともに全国 8 州 (Province) から 47 カウンティ (county) 制度に移行したこと
- ②裁判所改革 (Judiciary Reform/Transform) が進展し、2012 年以降、裁判所の貢献が非常に大きくなってきていること
- ③2013 年 3 月の、総選挙後の省庁再編があり、特に、本プロジェクトの実施機関であるジェンダー・児童・社会開発省の改編と児童局の労働・社会保障サービス省への移管があったこと

4-2 有効性

有効性は、「中程度」と判断され、その理由は以下のとおり。

- 1) プロジェクト目標の達成見込み: **持続性を確保する実行可能な計画なくして達成されない**
 - PDM 指標に照らすと、既述のとおりプロジェクト目標は達成できない見込みである。特に重要な、持続性を見据えた実行可能な計画の作成に関しては、5 機関による本研修の制度化の議論はまだ始まったばかりであり、残り 2 カ月での達成については、予断を許さない状況である。他方、成果 (アウトプット) の貢献度を分析すると、明確な基準人材像の要素と、それに基づく評価基準とともに開発された研修制度自体は、高品質であり、研修リソース (教材、人材等) 開発を含み、効果的な研修実施体制が開発されたことは強調したい。しかし、プロジェクト目標の達成度を見る上で最も重要である、持続性の確保に向けた実行可能な予算・人事・運営メカニズムの計画はまだ策定されていない。
- 2) 外部条件の影響: **影響がみられる**
 - 新憲法に即した行政改革については、カウンティ制度はまだ移行段階にあることからその影響を判断することはできないものの、既に複数の機関で予算削減や活動の遅延などがみられる。
 - 2013 年 3 月の総選挙後に行われた省庁再編は、本プロジェクト関係機関の中では、特に本プロジェクト R/D の署名機関であるジェンダー・児童・社会開発省と主要カウンターパートである児童局への影響が大きかった。同省は改編され、児童局は労働・社会保障サービス省に組み入れられた。裁判所は、影響を受けておらず、他 3 機関は、所属省の名称は変わったものの、同じ省庁の機関としての位置づけは変わっていない。

4-3 効率性

効率性は「中程度」と判断され、その理由は以下のとおり。

- 1) 成果 (アウトプット) の達成度: **成果 1・3 は達成済み／成果 2 の達成度は部分的**
 - 基準人材像と研修リソースの開発は達成されたものの、第 3 グループ研修とそれに関連した活動の遅延により、研修実施関連指標は達成されていない。これは、プロジェクト目標の達成にも影響を与えた。
- 2) 投入: **ケニア政府予算に課題**
 - 様々な投入 (人員、予算、機材等) は、ケニア側、日本側とも量、質、タイミングの観

点から概ね適切であったが、ケニア政府予算は計画に比べて不十分であり、また支出のタイミングの観点からも問題であり、結果、活動の遅延をもたらした。ただし、児童局以外の関連4機関については、中間レビュー以降財政的な貢献を増やしていることは認められる。

- 中間レビュー時に課題として指摘された、少年司法に比較して手薄であった児童保護についての対応状況については、ローカル人材の活用も含め、日本側による特段の追加的インプットはなされなかった。UNAFEIの技術面の支援は、同機関の掌握範囲に即して少年司法が中心であり、児童保護の分野については、ケニア側関係5機関がそれぞれの専門性をインプットすることによって対応してきた。
- 3) コスト効率性：**金額の効率性は判断できないが効率性を高めるデザインの工夫がある**
- 研修費用については、50名（各機関10名）を対象とした場合、実績を元に試算すると総額で14,742,594Ksh.で、これは直接・間接コストを含む金額である。詳細は、付属資料4参照。他に比較できる類似研修がないため、この金額のコスト効率性については判断できない。
 - 集合研修は1回当たり2週間なので、仕事をしながらでも参加し易いという参加者・参加機関側の意見があること、実地研修は職場の実務の一環として実施できることなどを考慮すると、効率的といえる。
 - 実地研修を通じて行われているネットワーキング活動では、必ずしも複数の研修生がいない地域（1名のみという地域も少なくない）でも、他機関を巻き込んでいること、また、研修の成果が参加者個人に留まらず、所属機関内で同僚や上司等へ共有され業務改善に役立てられていること、さらには、所属機関を超えて他機関や他のステークホルダーへも波及していることなどは、効率性を高めている。それを可能にしているのは、実地研修を組み入れたことが大きいと判断される。

4-4 インパクト

インパクトは「**中程度**」と判断され、その理由は以下のとおり。

- 1) 上位目標の達成見込み:**プロジェクトで構築した研修自体は上位目標に繋がる見込みが高いが、研修運営体制の将来像が不明確であるため、中程度**
- 前述のとおり、研修生によるサービス向上は既に見られている。もし本研修が、5機関合同により、集合研修（理論）と実習ならびに直属上司への働きかけといった要素を維持した上で、継続して実施されることとなれば、上位目標の達成見込みは潜在的に高いと見られるが、プロジェクト終了後の運営体制に関する、実行可能な予算・人事・運営メカニズムの計画はまだ策定されていないことから、上位目標の達成見込みは中程度と判断される。プロジェクト終了後の事後評価においては、プロジェクトで開発した指標を用いて、各機関のサービス向上に与えたインパクトを測ることが期待される。
- 2) 波及効果:**正の効果がある**
- いくつかの関連機関では、既存の研修プログラムに本研修のカリキュラムを反映させている。例えば、警察アカデミーでは、少年保護関連部分をカリキュラムに取り入れた。保護局でも、関連部分を一部取り入れた将来的に設置予定のディプロマプログラ

ムのカリキュラムが、議会（Senate）により6月に承認されている。

- 本プロジェクトの影響により、3機関共同で、施設からコミュニティ・家族へ戻る際の社会復帰の手續を中心とした継続的処遇・アフターケアに関するガイドラインの作成が進められている。シンポジウムの準備の一環として、高レベルならびに実務レベルの会合が活発にもたれている。

4-5 持続性

持続性は「中程度」と判断され、その理由は以下のとおり。

- 1) 政策・制度・組織面: **良好な政策・制度環境は継続見込みであるが研修運営体制の将来像は不明確**
 - 妥当性の項でも述べたとおり、関連する国家政策・制度上は全般的に良好な状態が続くと見られる。分権化や、ジェンダー・児童・社会開発省の改編と児童局の労働・社会保障サービス省への移管による長期的なインパクトについては、現時点で見通しが立たないが、持続性に影響を与える脅威となる可能性がある。
 - 少年保護関連職員研修の将来的な運営体制はまだ明確になっていない。プロジェクト終了まで2カ月しか残されていないことを考えると、持続性の観点から問題があると言える。なお、本評価調査の一環として行われた2回のNIT会議では、プロジェクト後の調整機関として、①児童局中心、②裁判所研修所中心、③児童局と裁判所研修所との合同体制、といったオプションが議論された。また、現行のプロジェクト運営体制であるJCC、SC、NITといったプロジェクト期間限定の体制を、ケニア側の既存体制に統合（institutionalize）することも議論され、JCCに代わるものとして、国家司法行政諮問委員会（National Council for Administration of Justice: NCAJ）などが挙げられた。これらの議論を総括して、本研修制度の持続性確保に向けた議論を促進すべく、NITはプロポーザルを作成してSCで発表している。同プロポーザルでは、早急にコミッティを設置して、持続性を見据えた実行可能な計画作成を促進することを提案しているが、SC、JCC会議にて今後の進展は児童局を中心とした事務局によって進められることになった。（プロポーザルは付属資料5参照）¹⁸
- 2) 財政面: **不確実**
 - 財政的な持続性については、現時点においても、本プロジェクト向け予算枠が確保されていないことや、分権化の課題もあることから、全5機関とも不確実な状況である。中間レビュー以降も、必要な予算を獲得するための具体的な方策は取られていない上、分権化による予算削減もある¹⁹。
- 3) 技術面: **NITメンバーの能力は開発され既に示されており、能力強化の継続可能性は高い**

¹⁸ SCで発表された際に、SC議長は、調整機関として裁判所研修所が児童局に取って替わることは容認できないが、本プロポーザルについてはP.7の「Judiciary Training Institute in collaboration with Department of Children Services」を「Department of Children Services in collaboration with Judiciary Training Institute」とすべきであること以外は、JTIとの話し合いも含め、検討を進めると述べた。

¹⁹ 予算削減については、裁判所は大きな影響を受けない模様。他方、保護局ではカウンティレベルで既に50%以上の削減となり、人件費は固定なので他のコスト削減をする必要があり、日常の活動にも影響が出るとのことであった。

- NIT メンバーは、自分たちで研修を実施していけるだけの技術的な能力を、ほぼ身に付けたとみられる。研修を実施する講師としての能力のほか、教材開発・更新を行う能力や、メンターとしてスーパービジョンを行う能力も開発され、既に実践の中で示されているように、技術面では、少年保護関連職員研修を実施してゆくことが可能と見られる。また、分権化や省庁再編後も、これら人材が継続して少年保護を扱う関係機関に留まることが想定されることから、持続性は高いと判断される。

5. 効果発現の貢献・阻害要因

5-1 効果発現に貢献した要因

5-1-1 計画内容に関すること

- 試行研修の実践経験を通じて NIT メンバーの能力開発を行うとした計画は有効であった。研修制度開発ならびに運営サイクル上の一連の活動を主体的に行ったことは、能力向上の方法として効果的であるとともに、本研修制度への強いオーナーシップを醸成した。
- 5 機関合同の実施体制としたことは、研修の効果を高めることに大いに貢献した。また、単独の機関に比べて調整コストが増大することから、持続性に課題を残すとみられたが、一方で、5 機関合同であるからこそ、裁判所研修所からの研修制度維持に向けた積極的な提案や、関連機関による成果の活用も見られるなど、持続性の確保に可能性を残したともいえる。

5-1-2 実施プロセスに関すること

- NIT メンバーの高いコミットメントならびに勤勉さは、プロジェクトの実施上特筆すべき貢献要因である。
- 裁判所改革が、裁判所の本プロジェクトへの参加を促進し、研修制度維持に向けたリーダーシップの発揮へとつながっている。

5-2 問題点及び問題点を惹起した要因

5-2-1 計画内容に関すること

- プロジェクト形成時に、5 機関の明確な役割・責任分担ならびに財政負担（特に児童局以外の機関）について十分に議論されておらず、またミニッツや R/D などの公式な文書のどこにも記載されていなかった。このため、4 機関からは積極的な財政獲得を促進することができなかった。加えて、JCC や SC における協議が進まなかったことにも、影響を与えたと見られる。
- JCC や SC のような意思決定機関に各省庁の高官を配置したが、オリジナルのメンバーで会議が開催されたことはなく、各機関の間で立場上バランスのとれた代表メンバーでないと、実際に機能させることは難しかった。
- 中間レビュー時に PDM の修正を行ったが、一部指標データが取得できないことや、指標が不足していたといった問題が散見された。修正に際しては、可能な限り時間をかけて関係者間で議論したものの、修正ポイントはかなりの数に上り、結果、十分ではなかった。

5-2-2 実施プロセスに関すること

- ケニア側によるプロジェクト予算確保が進まなかったことは、プロジェクト期間を通じての課題であった。これは、持続性の観点からも継続する課題である。
- 主要カウンターパート機関である児童局のリーダーシップには課題がある。5 機関の中でも比較的弱小であり、関連機関と調整して物事を推進する能力が十分でなく、財政的にも、JICA に頼る局面が多かった。また、5 機関合同研修制度維持を率先して提唱しているものの、そのための具体的な調整や方策を取るイニシアティブは十分ではない。
- 省庁再編によるジェンダー・児童・社会開発省 (R/D 署名機関) の改編と児童局の労働・社会保障サービス省への移管ならびにそれに伴う JCC 議長や SC 議長の交代等は、特に第 3 グループ研修の実施や、持続性に向けた議論を促進する上で、阻害要因となった。

6. 結論、提言、教訓

6-1 結論

評価結果は以下のとおりである。

5 項目評価一覧

項目	評価結果
1. 妥当性	高い
2. 有効性	中程度
3. 効率性	中程度
4. インパクト	中程度
5. 持続性	中程度

結論として、本プロジェクトは、持続性に向けた実行可能な計画が策定されておらず、残念ながらその本来の目標達成に至っていない。プロジェクトでは、2つのグループに対する試行研修を通じ、少年保護関連職員の基準人材像を満たすための、非常に効果的な研修制度（プログラム）を作り上げ、研修リソース（教材や人材）を開発した。さらには、最終受益者である「要保護児童」や「非行・犯罪少年」に対するサービス向上といった本研修の最終アウトカムについても、既に発現しつつあることも確認された。これらの達成状況は、調査団としても高く評価する大きな成果である。しかしながら、最も重要な点は、本研修制度の持続性である。実行可能な計画策定に向けた議論が始まったところであることから、プロジェクトの残りの2カ月で、そのプロセスを加速することが期待される。

なお、既述のとおりプロジェクト期間内のプロジェクト目標達成については、予断を許さない状況であることから、調査団としてプロジェクト期間延長の必要性を検討した。その結果、未達成の要因が、主にケニア側の予算措置の遅れに伴う研修時期の遅延と、プロジェクト終了後の研修実施体制に関するケニア側の計画策定の遅れだったこと、これら未達成となった要因の背景には、分権化や、ジェンダー・児童・社会開発省の改編と児童局の労働・社会保障サービス省への移管がプロジェクト最終年度に重なったこと等があると判断した。そして、今後ケニア側の組織体制が整うことにより、プロジェクト終了後にケ

ニア側独力での対処が見込まれること、プロジェクト期間内に、研修管理マニュアルを含む、研修リソースの開発は当初の予定通り達成されたことから、プロジェクト目標達成のためのプロジェクト期間の延長は不要と判断した。

6-2 提言

調査団として以下を提言する。

1) 持続可能な少年保護関連職員研修体制に向けた実行可能な予算・人事・運営メカニズムの計画をプロジェクト終了（2013年9月末）までに作成する

プロジェクト目標の最も重要な点として、持続可能な少年保護関連職員研修体制に向けた実行可能な予算・人事・運営メカニズムの計画を、プロジェクト終了までに作成することが、強く推奨される。まず、研修コストを把握し、そのコストをどのように負担するのかを明確にする必要がある。人事については、調整業務や事務作業等も含めて、研修の全サイクルを実施するうえで必要となる人員について、十分な検討を行うことが求められる。同時に、現在の3つのレベル（JCC、SC、NIT）から構成される運営体制は、ケニア政府とJICAによるプロジェクト期間限定の運営体制であることから、持続的な研修を担保する体制を構築する必要がある。

これに関連し、NITは2013年7月17日、24日に行われた会議において話し合い、少年保護関連職員研修の制度化（institutionalize）をどのように行うかについてプロポーザルを作成し、7月29日に開催されたSC会議において発表した。これを受けて、SCの議長であるSecretary for Children's Affairsは、5機関合同により研修制度を持続させ、必要な予算措置を行うとともに、実行可能な予算・人事・運営メカニズムの計画策定を行うとの強いコミットメントを表明した。調査団は、このSC会議における決定に基づき、SC議長のイニシアティブにより、同プロセスが促進されることを期待する。

2) 5機関ならびに関連する機関の間で、計画の実行性を確実にすべく合意する

5機関ならびに必要なに応じて他機関も含め、計画の実行性を確実にすべく合意することが必要である。ケニア政府が、5機関合同研修を継続する意思があるのであれば、財政負担も含め、全ての役割と責任を明記した合意を形成することを提言する。

3) 事務局のイニシアティブにより第3グループ研修準備を速やかに進める

第3グループの研修準備を、速やかに進める必要がある。2013年8月から開始予定とされるが、財政負担も含め詳細についてはまだ議論が十分に行われていない。事務局は、さらなるイニシアティブと責任を持って、準備・調整を進めることを期待する。また、第3グループ研修は、一旦開始されるとプロジェクト終了後も続き、全体で1年近くを要することから、持続性にかかる実行可能な計画策定の議論にも含める必要がある。

6-3 教訓

本プロジェクトのように、複数の省庁・機関を巻き込んだプロジェクトの形成・運営上の教訓は以下のとおり。

1) プロジェクト運営体制ならびに意思決定機関（JCC、SC）のメンバーシップについては、プロジェクト開始時点で熟考を要する

プロジェクト運営体制と各機関からの代表メンバーの選定は、その体制が機能するためには熟慮を要する事項である。本プロジェクトのように、JCCやSCのような意思決定機関に各省庁の高官を配置することは、アイデアとしては妥当かもしれないが、実際に機能させるためには、各機関の間での立場上バランスのとれた代表メンバーが選定されるべきであった。

2) プロジェクト開始時点で、省庁間の合意形成を行う

参加する省庁・機関全てにかかる財政負担も含めた役割と責任については、プロジェクト形成段階で十分協議し、合意を形成・作成しておく必要がある。本プロジェクトでは、参加機関によるそのような当初合意がなかったために、財政負担も含めた公的なコミットメントの獲得が進まないといった影響を与えた。類似のプロジェクトにおいては、形成時のミニッツや R/D の署名者として、関連省庁・機関も含めることが、おそらくは必要と考えられる。

3) 複数機関を巻き込んだ野心的なプロジェクトのデザインであっても、関連機関の持つニーズとの整合性が高い課題に取り組むことが成功の要因となる

一般的に、複数の機関を巻き込んだプロジェクトには、単独のカウンターパート機関のプロジェクトに比較すると、より多くの課題がある。しかし、もし関連機関にとって重要な課題に組み込み、かつ調整努力が実って共通ニーズを満たすことができれば、成功に導くことは可能である。本プロジェクトのように、複数機関合同の実施体制としたことによる調整コストの増大や、財政負担を含む機関間の役割・責任分担の課題は全 5 機関により認識されていたため、プロジェクト期間を通じて、全機関ともコミットメントを維持することが可能であったと考えられる。

6-4 団長所感

本分野は長年の間、国連アジア極東犯罪防止研修所（UNAFEI）の協力のもと、現場レベルでの活動を制度面で支える、ガイドラインやマニュアルの策定を目指し、個別専門家の派遣及び国別研修の実施を継続的に行ってきた。本プロジェクトでは、関係施設にて勤務する職員のサービス向上を目指し、長期専門家による継続的な実施支援を加え、研修実施体制の構築を目指してきた。本調査を通じ、第 3 グループ研修の遅延ならびにプロジェクト終了後の研修実施体制に関する計画が未策定であることから、残念ながら PDM 指標に基づくプロジェクト目標の達成には至っていないが、研修管理マニュアルを含む、研修リソ

ースの開発は当初の予定通り達成されていることが確認された。さらには、最終受益者である「要保護児童」や「非行・犯罪少年」に対するサービス向上といった本研修の最終アウトカムについても、既に発現しつつあることも確認されたことから、CCPO研修が継続して実施されることによる、上位目標の達成見込みは潜在的に高いと見られる。5機関合同の研修制度の持続性については引き続き不確実さが残るが、本プロジェクトを通じ開発された研修リソースが今後もケニア側関係機関に活用され、現場レベルでのサービス向上に繋がることが期待される。

以上

付属資料

1. 署名済みミニッツ（合同評価報告書）
2. ケニア少年司法制度（英・和）
3. 評価グリッド（英）
4. CCPO 研修予算（全体・機関別）
5. NIT プロポーザル
- 6-1. 質問票（専門家）
- 6-2. インタビュー項目（SC、DCS）
- 6-3. インタビュー項目（SC、4JJAs）
- 6-4. インタビュー項目（NIT）
7. ケニアの少年司法制度に対する国連アジア極東犯罪防止研修所の支援活動について

**ANNEXES
OF
JOINT TERMINAL EVALUATION
REPORT**

**THE PROJECT FOR CAPACITY BUILDING OF
CHILD CARE AND PROTECTION OFFICERS IN
JUVENILE JUSTICE SYSTEM
(Oct.2009-Sep.2013)**

Nairobi, 1st August, 2013

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Annex-1

Project Design Matrix (PDM) - version 0

Project Name: Project for Capacity Building of Child Care and Protection Officers in Juvenile Justice System
少年保護関連職員能力向上プロジェクト

Implementing Agency: Ministry of Gender, Children and Social Development,
Department of Children's Services
ジェンダー・児童・社会開発省 児童局

Project Duration: 4 years (October 2009- September 2013)

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<p>(Overall Goal) Quality of service provided by Juvenile Justice Agencies dealing with rehabilitation and reintegration into the Community for children in need of care and protection and those in conflict with the law is improved.</p> <p>要保護児童及び非行・犯罪少年の更生と社会復帰に関連する諸機関の行政サービスが向上する。</p>	<p>(a) Quality of services provided by trained CCPO is improved. 研修を受講した少年保護関連職員のサービスが向上する</p> <p>(b) Protection and treatment situation for children under institutions of the Department of Children's Services and other Juvenile Justice Agencies are improved. 児童局及び関連諸機関により児童・少年の保護及び処遇が改善する</p> <p>(c) Regulations and administrative arrangement for rehabilitation and reintegration into the society for children in need of care, in conflict with the law are revised. 要保護児童及び非行・犯罪少年の更生と社会復帰にかかる規則及び制度が見直される</p> <p>(d) Specific coordination measures are developed among the Department of Children's Services and other Juvenile Justice Agencies regarding protection and rehabilitation for children in need of care, and those in conflict with the law. 要保護児童及び非行・犯罪少年の保護と更生と社会復帰にかかる児童局と関連諸機関間の具体的な連携方策が見出される</p>	<p>- Report of survey and interview with trained CCPO. 少年保護関連職員へのアンケート及びインタビュー調査報告書</p> <p>- Regulations such as Judiciary ministerial circulars, notification regarding child protection 児童・少年保護に関する法律、省令、通達などの整備</p>	<p>Members of Training curriculum, materials M&E Development teams and CCPO trainers do not change, and are engaged with the Project throughout Project duration. 研修カリキュラム・教材開発チーム及び研修講師のメンバーが継続的に本プロジェクト活動に従事する。</p> <p>Importance of child care and protection at policy level is maintained. ケニアにおける児童・少年保護にかかる政策的重要性が失われない。</p>
<p>(Project Purpose) Training system achieving "Capability Target" for CCPO working with children in need of care and protection, and children in conflict with the law is established.</p> <p>少年保護関連職員の基準人材像に向けた研修実施体制が構築される</p>	<p>(a) At least 4 CCPO trainings are implemented in project period 少年保護関連職員研修がプロジェクト期間中少なくとも4回実施される</p> <p>(b) System of revising CCPO training curriculum based on Plan-Do-See Process is established. 研修計画－実施－M&Eの一連のプロセスにより、児童・少年保護関連職員研修カリキュラムの見直</p>	<p>- Project Report プロジェクト報告書</p> <p>- Training Curriculum 研修カリキュラム</p> <p>- Minutes of Training Curriculum and Materials, M&E Development team 研修カリキュラム・教材開発・M&Eチームの協議議事録</p>	<p>Enough staff and budget are allocated to the Project プロジェクトに対し必要十分は予算・人員措置が行われる</p>

	<p>しの仕組みが構築される</p> <p>(c) Department of Children's Services develop CCPO Training Plan with necessary budget and human resource allocations. 児童局において少年保護関連職員研修の研修計画が策定され、必要な予算及び人員措置がなされる</p> <p>(d) There are more than X(No.)* officers from other Juvenile Justice Agencies continuously involved in CCPO Training. ○人以上の関連諸機関職員が少年保護関連職員研修に継続的に関わる</p>	<p>- Report of survey and interview with trained CCPO 少年保護関連職員へのアンケート及びインタビュー調査報告書</p>	
<p>(Outputs)</p> <p>1. "Capability Target" for Standard CCPO is established. 少年保護関連職員の基準人材像が作成される</p> <p>2. Quality of CCPO Training is improved through implementing and monitoring Pilot CCPO Training. 少年保護関連職員研修の質がパイロット研修の実施及びモニタリングを通じて向上する</p> <p>3. Management system for CCPO Training is developed 少年保護関連職員研修の運営体制が確立する</p>	<p>1-a) Necessary components of Capability Target for CCPO are clarified. 少年保護関連職員の基準人材像の要素が明確になる。</p> <p>1-b) Criteria to evaluate CCPO are developed. 少年保護関連職員の評価基準が策定される</p> <p>2-a) Training Curriculum, materials and M&E tools are developed. 研修カリキュラム・教材・評価モニタリングツールが開発される</p> <p>2-b) More than X(No.)* CCPO Trainers acquire necessary skills and knowledge to deliver CCPO Training. ○人以上の研修講師が少年保護関連職員研修を実施するために必要な知識と技能を身に付ける</p> <p>2-c) More than X(No.)* CCPO participate in Pilot CCPO Training. ○人以上の少年保護関連職員が試行研修に参加する</p> <p>2-d) More than X(No.)* CCPO complete Pilot CCPO Training. ○人以上の少年保護関連職員が試行研修を修了する</p> <p>2-e) More than X(No.)* OJT Supervisor Workshops are implemented ○回以上のOJTスーパーバイザーワークショップが実施される</p> <p>3-a) Budget and Human Resource for CCPO training are arranged regularly. 少年保護関連職員研修実施のための予算及び人員が定期的に措置さ</p>	<p>1-a),b) - Project Report プロジェクト報告書</p> <p>2-a),b),c),d),e) - Project Report プロジェクト報告書 - Training Curriculum, materials and M&E tools. 研修カリキュラム、教材、M&Eツール - Evaluation Result of CCPO Training 少年保護関連職員研修の評価結果 - Report of survey and interview with CCPO 少年保護関連職員へのアンケート及びインタビュー調査報告書 - M&E Report M&E 報告書</p> <p>3-a),b) - Project Report プロジェクト報告書 - Training Management Manual 研修管理マニュアル</p>	

	<p>れる</p> <p>3-b) Training Management Manual is adopted and utilized for CCPO Training.</p> <p>研修管理マニュアルが採用され、少年保護関連職員研修に活用される</p>		
<p>(Activities)</p> <p>1-1 To assess CCPO Training Needs 少年保護関連職員の研修に関するニーズ調査の実施</p> <p>1-2 To develop “Capability Target” for CCPO 少年保護関連職員の基準人材像の設定</p> <p>2-1 To implement Group Training for CCPO Trainers 研修講師向けの集合研修の実施</p> <p>2-2 To develop CCPO Training Plan 少年保護関連職員研修計画の作成</p> <p>2-3 To develop and revise CCPO Training Curriculum and Materials 少年保護関連職員研修カリキュラム・教材の開発及び見直し</p> <p>2-4 To develop and revise CCPO Training Monitoring and Evaluation Methodology 少年保護関連職員研修のモニタリング・評価方法の確立及び見直し</p> <p>2-5 To implement pilot CCPO Training by CCPO Trainers 少年保護関連職員への試行研修実施</p> <p>2-6 To monitor and evaluate impact of CCPO Training 少年保護関連職員の研修効果に関するモニタリング・評価の実施</p> <p>2-7 To implement OJT Supervisor Workshop OJT スーパーバイザーワークショップの実施</p> <p>3-1 To develop and revise Budget and Human Resource Allocation Plan for CCPO Training 少年保護関連職員研修にかかる予算・人員計画案の作成及び見直し</p> <p>3-2 To develop and revise Training Management Manual 研修管理マニュアルの作成及び見直し</p>		<p>(Inputs)</p> <p>Kenyan side:</p> <ol style="list-style-type: none"> Buildings, offices and other facilities necessary for the Project ・ オフィス等プロジェクトに必要な施設 Assignment of adequate Kenyan counterparts ・ カウンターパートの配置 Expenses necessary for the project activities ・ その他活動に必要な経費 <p>Japanese side:</p> <ol style="list-style-type: none"> Dispatch of 1 (one) long-term expert ・ 長期専門家の派遣 Dispatch of short-term experts ・ 短期専門家の派遣 Training of Kenyan counterpart personnel in Japan ・ 本邦研修の実施 Provision of training materials and equipment (in small scale) 研修教材・小規模機材供与（事務機器） Expenses necessary for the project activities ・ その他活動に必要な経費 	

*指標の数値はプロジェクト開始1年以内に設定する。

注1：ケニア共和国の児童法（The Children Act 2001）では「Child」を「18歳未満の者」と規定した上で、教育・福祉面における保護と、非行・犯罪に関わった者の司法手続等が定められている。また、本案件では前記児童法による「Child」以外に、非行・犯罪に関わった21歳未満の者を処遇する職員についても対象として含まれている。一方、日本の法律では18歳未満の者の福祉については主として「児童福祉法」で、また20歳未満の者の司法・保護手続等については主として「少年法」によって定められており、それぞれの法律において「児童」と「少年」の定義が異なっている。そこで、本PDM内の「Child」の日本語訳については、福祉対象者を指す場合には「児童」、司法手続対象者を指す場合には「少年」、両方の対象が含まれる場合には「児童・少年」と分けて表記する（具体的には「children in need of care and protection」を「要保護児童」、「children in conflict with the law」を「非行・犯罪少年」と訳す。但し、「Child Care and Protection Officers」は「少年保護関連職員」と訳す）。

注2：少年保護関連職員：児童局、保護観察局、裁判所、警察、刑務所（少年院）の政府機関又は政府が認可した機関等に所属し、要保護児童又は非行・犯罪少年の福祉、教育及び司法手続に関わる者を指す。

注3：基準人材像：必要不可欠な知識、技能及び態度を身に付けた少年保護関連職員

Annex-2

Project Design Matrix (PDM) - version 1

Project Name: Project for Capacity Building of Child Care and Protection Officers in Juvenile Justice System

Implementing Agency: Ministry of Gender, Children and Social Development,
Department of Children's Services

Project Duration: 4 years (October 2009- September 2013)

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<p>(Overall Goal) Quality of service provided by Juvenile Justice Agencies dealing with rehabilitation and reintegration into the Community for children in need of care and protection and those in conflict with the law is improved.</p>	<p>(a) Quality of services provided by trained CCPO is improved.</p> <p>(b) Protection and treatment situation for children under institutions of the Department of Children's Services and other Juvenile Justice Agencies are improved.</p> <p>(c) Regulations and administrative arrangement for rehabilitation and reintegration into the society for children in need of care, in conflict with the law are revised.</p> <p>(d) Specific coordination measures are developed among the Department of Children's Services and other Juvenile Justice Agencies regarding protection and rehabilitation for children in need of care, and those in conflict with the law.</p>	<p>- Report of survey and interview with trained CCPO.</p> <p>- Regulations such as Judiciary ministerial circulars, notification regarding child protection</p>	<p>Members of Training curriculum, manuals, M&E Development teams and CCPO trainers do not change, and are engaged with the Project throughout Project duration.</p> <p>Importance of child care and protection at policy level is maintained.</p>
<p>(Project Purpose) Training system achieving "Capability Target" for CCPO working with children in need of care and protection, and children in conflict with the law is established.</p>	<p>(a) At least three CCPO trainings composed of three modules are implemented in project period</p> <p>(b) System of revising CCPO training curriculum, modules and manual based on Plan-Do-See Process is established.</p> <p>(c) Department of Children Services develops CCPO Training Plan with necessary budget and human resource allocations.</p> <p>(d) There are more than 20 officers from other Juvenile Justice Agencies in NIT Committees continuously involved in CCPO Training.</p>	<p>- Project Report</p> <p>- Training Curriculum, modules and manual</p> <p>- Minutes of JCC, SC and NIT Committees</p> <p>- Report of survey and interview with trained CCPO</p> <p>- List of NIT members including Secretariat</p>	<p>Enough staff and budget are allocated to the Project</p>
<p>(Outputs) 1. "Capability Target" for Standard CCPO is established.</p>	<p>1-a) Necessary components of Capability Target for CCPO are clarified.</p> <p>1-b) Criteria to evaluate CCPO are developed.</p>	<p>1-a),b)</p> <p>- Project Report</p>	

<p>2. Quality of CCPO Training is improved through implementing and monitoring Pilot CCPO Training.</p> <p>3. Management system for CCPO Training is developed</p>	<p>2-a) Training Curriculum, materials and M&E tools are developed.</p> <p>2-b) More than 30 CCPO Trainers acquire necessary skills and knowledge to deliver CCPO Training.</p> <p>2-c) More than 240 CCPO participate in Pilot CCPO Training.</p> <p>2-d) More than X(No.)* CCPO complete Pilot CCPO Training.</p> <p>2-e) At least 4 Supervision Workshops are implemented</p> <p>2-f) More than X(No.)* of immediate supervising officers participate in Supervision Workshops.</p> <p>3-a) Budget and Human Resource for CCPO training are arranged regularly.</p> <p>3-b) Training Management Manual is adopted and utilized for CCPO Training.</p>	<p>2-a),b),c),d),e)</p> <p>- Project Report</p> <p>- Training Curriculum, manuals and M&E tools.</p> <p>- Evaluation Result of CCPO Training</p> <p>- Report of survey and interview with CCPO</p> <p>- M&E Report</p> <p>3-a),b)</p> <p>- Project Report</p> <p>- Training Management Manual</p>	
<p>(Activities)</p> <p>1-1 To assess CCPO Training Needs</p> <p>1-2 To develop “Capability Target” for CCPO</p> <p>2-1 To implement Group Training for CCPO Trainers</p> <p>2-2 To develop CCPO Training Plan</p> <p>2-3 To develop and revise CCPO Training Curriculum and Materials</p> <p>2-4 To develop and revise CCPO Training Monitoring and Evaluation Methodology</p> <p>2-5 To implement pilot CCPO Training by CCPO Trainers</p> <p>2-6 To monitor and evaluate impact of CCPO Training</p> <p>2-7 To implement Supervision Workshops for CCPO Trainers and immediate supervising officers</p> <p>2-8 To implement Sensitization Workshops for immediate supervising officers.</p> <p>3-1 To develop and revise Budget and Human Resource Allocation Plan for CCPO Training</p> <p>3-2 To develop and revise Training Management Manual</p>		<p>(Inputs)</p> <p>Kenyan side:</p> <ol style="list-style-type: none"> Buildings, offices and other facilities necessary for the Project Assignment of adequate Kenyan counterparts Expenses necessary for the project activities <p>Japanese side:</p> <ol style="list-style-type: none"> Dispatch of 1 (one) long-term expert Dispatch of short-term experts Training of Kenyan counterpart personnel in Japan Provision of training materials and equipment (in small scale) Expenses necessary for the project activities 	

*The numbers to verify the achievement will be set after 1st cycle of CCPO Training.

CCPO: Child Care and Protection Officers--- Officers working with children in needs of care and protection, and children in conflict with the law in Juvenile Justice Agencies.

Pilot CCPO Training: Training consists of module training and supervision

Immediate supervising officers: Heads of JJA's at institution/district/county level

Capability Target: Essential Knowledge, Skills and Attitudes necessary for Standard CCPO.

Project Design Matrix (PDM) - version 2

Project Name: Project for Capacity Building of Child Care and Protection Officers in Juvenile Justice System

Implementing Agency: Ministry of Gender, Children and Social Development,
Department of Children’s Services

Project Duration: 4 years (October 2009- September 2013)

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<p>(Overall Goal) Quality of service provided by CCPOs in 5 Juvenile Justice Agencies is improved.</p>	<p>(a) improvement in results of post-project survey using CCPO training outcome indicators</p>	<p>- Report of post-project survey</p>	
<p>(Project Purpose) Training system achieving “Capability Target” for CCPO working with children in need of care and protection, and children in conflict with the law is developed.</p> <p>Note: “system” here refers to a combination of modular cycle of theory and practicum.</p>	<p>(a) At least 90% Completion rate of CCPO training is achieved. (b) Viable plan including finance, personnel and management mechanism for sustainable CCPO training is developed.</p>	<p>- Project Report - Training Curriculum, modules and manual - Minutes of JCC, SC and NIT Committees -Report of NIT retreats and Seminars - Report of survey and interview with trained CCPO - List of NIT members including Secretariat</p>	<p>Importance of child care and protection at policy level is maintained.</p>
<p>(Outputs)</p> <p>1. “Capability Target” for Standard CCPO is established.</p> <p>2. Quality of CCPO Training is improved through Plan-Do-See process.</p> <p>3. Management system for CCPO Training is developed.</p>	<p>1-a) Necessary components of Capability Target for CCPO are clarified. 1-b) Criteria to evaluate CCPO are developed.</p> <p>2-a) Training Curriculum, materials and M&E tools are developed. 2-b) More than 20 CCPO trainers improve in the results of evaluation. 2-c) More than 150 CCPO complete Pilot CCPO Training. 2-d) At least 80 % of CCPO trainees improve in knowledge, skills and attitudes in evaluation report. 2-e) More than 150 immediate supervising officers participate in Supervision Workshops. 2-f) At least 80% of CCPO submit reports at end of each practicum. 2-g) At least 60% of supervising officers submit supervision reports at end of each practicum.</p> <p>3-a) Training Management Manual is developed for CCPO Training based on the lessons learned from implementation experience.</p>	<p>1-a),b) - Project Report</p> <p>2-a),b),c),d),e) - Project Report</p> <p>- Training Curriculum, manuals and M&E tools. - NIT Self Evaluation Sheet - Knowledge Assessment Tool - Evaluation Result of CCPO trainees’ feedback - Report of survey and interview with CCPO - M&E Report</p> <p>3-a),b) - Project Report - Self Evaluation Tool - Training Management Manual</p>	<p>Administrative reform under the new constitution will not affect negatively.</p>

<p>(Activities)</p> <p>1-1 To assess CCPO Training Needs 1-2 To develop “Capability Target” for CCPO</p> <p>2-1 To implement Group Training for CCPO Trainers 2-2 To develop CCPO Training Plan 2-3 To develop and revise CCPO Training Curriculum and Materials 2-4 To develop and revise CCPO Training Monitoring and Evaluation Methodology 2-5 To implement pilot CCPO Training by CCPO Trainers 2-6 To monitor and evaluate impact of CCPO Training 2-7 To implement Supervision Workshops for CCPO Trainers and immediate supervising officers 2-8 To implement Workshops for immediate supervising officers</p> <p>3-1 To develop and revise Budget and Human Resource Allocation Plan for CCPO Training 3-2 To develop and revise Training Management Manual</p>	<p>(Inputs)</p> <p>Kenyan side:</p> <p>1. Buildings, offices and other facilities necessary for the Project</p> <p>2. Assignment of adequate Kenyan counterparts</p> <p>3. Expenses necessary for the project activities</p> <p>Japanese side:</p> <p>1. Dispatch of 1 (one) long-term expert</p> <p>2. Dispatch of short-term experts</p> <p>3. Training of Kenyan counterpart personnel in Japan</p> <p>4. Provision of training materials and equipment (in small scale)</p> <p>5. Expenses necessary for the project activities</p>	<p>Members of Training curriculum, manuals, M&E Development teams and CCPO trainers do not change, and are engaged with the Project throughout Project duration.</p> <p>Precondition</p> <p>Enough staff and budget are allocated to the Project.</p>
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CCPO: Child Care and Protection Officers--- Officers working with children in needs of care and protection, and children in conflict with the law in Juvenile Justice Agencies

Pilot CCPO Training: Training consists of module training and supervision

Immediate supervising officers: Heads of JJA’s at institution/district/county level

Capability Target: Essential Knowledge, Skills and Attitudes necessary for Standard CCPO

Annex-4

List of Japanese Experts

	Name	Category	Title	From	To
1	Ms. Mina HASHIBA	Long-term expert	Project Management / Child Care, Protection and Rehabilitation	2010/03/25	2013/10/04
2	Mr. Tetsuya SUGANO	Short-term expert	Institutional Treatment	2009/10/05	2009/12/12
3	Mr. Toru KAWAHARADA	Short-term expert	Juvenile Delinquent Treatment	2009/11/09	2009/12/05
4	Mr. Yuichiro WAKIMOTO	Short-term expert	Institutional Treatment	2010/07/31	2010/09/05
5	Mr. Toru KAWAHARADA	Short-term expert	Juvenile Delinquent Treatment	2010/07/31	2010/09/12
6	Mr. Yuichiro WAKIMOTO	Short-term expert	Institutional Treatment	2011/08/05	2011/09/03
7	Mr. Ryo TSUNODA	Short-term expert	Juvenile Delinquent Treatment	2011/08/12	2011/09/10
8	Mr. Ryo TSUNODA	Short-Term Expert	Juvenile Delinquent Treatment	2012/07/26	2012/08/29
9	Mr. Ryo TSUNODA	Short-Term Expert	Juvenile Delinquent Treatment	2013/07/22	2013/08/23 * scheduled

Annex-5-1

List of participants in UNAFEI training in Japan 2000-2013 (FY2000-FY2012) (CCPO project covers between FY2009 and FY2012)

Sl.	FY	Name	Sex	Dates		Agency and Designation		
1	2012	Ms. Esther Gati CHACHA	F	2013/01/28	2013/02/22	Kenya Police	Community Policing, Gender And Child Protection	Senior Superintendent
2		Ms. Mary KHAEMBA	F	2013/01/28	2013/02/22	Office Of The Vice President And Ministry Of Home Affairs	Kenya Prisons Service	Director Of Rehabilitation And Welfare
3		Mr. Sheikh Abdinoor MOHAMMED	M	2013/01/28	2013/02/22	Gender, Children And Social Development	Department Of Children's Services	Principal Children's Officer
4		Ms. Brenta Nzisa Muli	F	2013/01/28	2013/02/22	Gender, Children And Social Development	Department Of Children's Services	Children's Officer I
5		Ms. Carren Morangi OGOTI	F	2013/01/28	2013/02/22	Gender, Children And Social Development	Department Of Children's Services	Assistant Director
6		Mr. Stephen Gitahi GITAU	M	2013/01/28	2013/02/22	Gender, Children And Social Development	Department Of Children's Services	Chief Children's Officer
7		Ms. Teresia Njeri NGUGI	F	2013/01/28	2013/02/22	Judiciary	Registrar Subordinate	Senior Principal Magistrate
8		Mr. Joshua Mutuku KAKUNDI	M	2013/01/28	2013/02/22	Office Of The Vice President And Ministry Of Home Affairs	Probation And Aftercare Service	District Probation Officer (Mandera)
9		Ms. Florence Mueni MUEMA	F	2013/01/28	2013/02/22	Office Of The Vice President And Ministry Of Home Affairs	Probation And Aftercare Service	Chief Probation Officer
10		Ms. Fairbain Muhambe OMBEVA	F	2013/01/28	2013/02/22	Office Of The Vice President And Ministry Of Home Affairs	Kenya Prisons Service	Officer In Charge (Superintendent Of Prisons)
11		Mr. Yusuf OLELA	M	2013/01/28	2013/02/22	Office Of The Vice President And Ministry Of Home Affairs	Probation And Aftercare Service	Chief Probation Officer
12	2011	SUM Jacob Kiptueli A.	M	2012/02/12	2012/03/09	Office Of The Vice President And Ministry Of Home Affairs	Probation And Aftercare Service	District Probation Officer
13		MUTHOKA Justus David	M	2012/02/12	2012/03/09	Gender, Children And Social Development	Department Of Children's Services	Ag. Senior Assistant Director
14		NZENGE Philip Ngolya	M	2012/02/12	2012/03/09	Gender, Children And Social Development	Field Services	District Children Officer
15		WASIGE Esther	F	2012/02/12	2012/03/09	Gender, Children And Social Development	Children's Department	Chief Children's Officer
16		ABOMAH Alfred Bethwel Diето	M	2012/02/12	2012/03/09	Gender, Children And Social Development	Children's Services	District Children Officer
17		KATIKU Francis Kisilu	M	2012/02/12	2012/03/09	Gender, Children And Social Development	Department Of Children's Services	Chief Children's Officer
18		WANJALA Denis Wafula	M	2012/02/12	2012/03/09	Kenya Police	Police Headquarters	Sergeant
19		WACHIRA Ronaloino Mocho Washika	M	2012/02/12	2012/03/09	Judiciary	Judiciary	Senior Resident Magistrate
20		OBELI Aggrey Adagi	M	2012/02/12	2012/03/09	Office Of The Vice President, Ministry Of Home Affairs	Kenya Prisons Service	Senior Superintendent Of Prisons
21		NYASINGA Susan Nyaboke	F	2012/02/12	2012/03/09	Office Of The Vice President, Ministry Of Home Affairs	Kenya Prisons Service	Dep Director Of Rehabilitation & Welfare
22		NYONGESA Andrew Kimunguyi	M	2012/02/12	2012/03/09	Office Of The Vice President And Ministry Of Home Affairs	Probation And Aftercare	Chief Probation Officer
23		JOHN Serah Makaa	F	2012/02/12	2012/03/09	Office Of The Vice President And Ministry Of Home Affairs	Probation And Aftercare	District Probation Officer
24		NYAGIGO Philip Omollo	M	2012/02/12	2012/03/09	Office Of The Vice President And Ministry Of Home Affairs	Probation And Aftercare	District Probation Officer
25		OBUTU Beatrice Mbera	F	2012/02/12	2012/03/09	Gender, Children And Social Development	Children's Department, Field Division	District(Chief) Children's Officer
26		MAKORI Evans Kiago	M	2011/02/13	2011/03/11	Judiciary	Mumias Law Court	Principal Magistrate
27		OCHARO Carolyn Akinyi	F	2011/02/13	2011/03/11	Judiciary	Law Court	Senior Resident Magistrate
28		MUREGE Josephine Muthoni	F	2011/02/13	2011/03/11	Office Of The Vice President & Ministry Of Home Affairs	Probation Dept	Chief Probation Officer
29		GITHAIGA Elizabeth Wanjiku - DECEASED	F	2011/02/13	2011/03/11	Office Of The Vice President & Ministry Of Home Affairs	Probation Service Hq	Assistant Director
30		OKECH Clement Matunga	M	2011/02/13	2011/03/11	Office Of The Vice President & Ministry Of Home Affairs	Probation Service Hq	Assistant Director
31	ABUKUSE Jason Mmeli	M	2011/02/13	2011/03/11	Office Of The Vice President & Ministry Of Home Affairs	Probation & Aftercare Services	Chief Probation Officer	
32	KHAEMBA Mary Nekesa	F	2011/02/13	2011/03/11	Office Of The Vice President & Ministry Of Home Affairs	Prisons Department - Rehabilitation & Welfare	Director	
33	WAFULA Hassan Mukave Farsy	M	2011/02/13	2011/03/11	Office Of The Vice President & Ministry Of Home Affairs	Prisons Department	Superintendent Of Prison	
34	SANGANYI Noah Mokaya Omambia	M	2011/02/13	2011/03/11	Gender, Children And Social Development	Department Of Children's Services	Senior Assistant Director	
35	WAICHINGA Anne Wambere	F	2011/02/13	2011/03/11	Gender, Children And Social Development	Department Of Children's Services	Chief Children Officer	
36	NYANGENA Martha Kerebi	F	2011/02/13	2011/03/11	Gender, Children And Social Development	Department Of Children's Services	District Children's Officer	
37	THIONGO Anne Wambui	F	2011/02/13	2011/03/11	Gender, Children And Social Development	Department Of Children's Services	Manager - Chief Children Officer	
38	NAAM Thomas Otieno	M	2011/02/13	2011/03/11	Gender, Children And Social Development	Department Of Children's Services	Children Officer	
39	MBUGUA Evelyn Njeri	F	2011/02/13	2011/03/11	Kenya Police Service	Counseling Dept	Chief Inspector Psychologist	
40	MUKASA Fredrick Masakhwe	M	2011/02/13	2011/03/11	Kenya Police Service	Directorate Of Community Policing, Gender And Child Protection	Trainer	
41	2009	OMONDI Jacynter Achieng	F	2010/02/11	2010/03/12	Ministry Of Gender Children And Social Development	Department Of Children's Services	Chief Children's Officer
42		KIMANI Moses	M	2010/02/11	2010/03/12	Ministry Of Gender Children And Social Development	Department Of Children's Services	Chief Children's Officer
43		MISIKO Rhoda Khevali	F	2010/02/11	2010/03/12	Ministry Of Gender Children & Social Development	Department Of Children's Services	Chief Children Officer
44		KIRII Jane Wanjiru	F	2010/02/11	2010/03/12	Ministry Of Home Affairs	Department Of Prisons	Offier In Charge
45		IRERI Benson Nyaga	M	2010/02/11	2010/03/12	Judiciary	Judiciary	Resident Magistrate
46		NGUGI Teresia Njeri	F	2010/02/11	2010/03/12	Judiciary	Judiciary	Principal Magistrate
47		OKECH Matunga Clement	M	2010/02/11	2010/03/12	Ministry Of Home Affairs	Probation	Assistant Director
48		MUEMA Florence Mueni	F	2010/02/11	2010/03/12	Ministry Of Home Affairs	Probation	Senior Probation Officer
49		ADERO Carolyne Atieno	F	2010/02/11	2010/03/12	Ministry Of Home Affairs And Office Of The Vice President	Probation And After Care Department	Prbation Officer (Legal Officer)
50		ORUUKO Livingstone Amboko	M	2010/02/11	2010/03/12	Ministry Of Gender Children And Social Development	Children's Services	Senior Education Coordinator

51		OGOTI Carren Morangi	F	2010/02/11	2010/03/12	Ministry Of Gender Children & Social Development	Department Of Children Services	Assistant Director Children Service	
52		MUCHEMI Teresia Wangui	F	2010/02/11	2010/03/12	Ministry-Office Of The President	Police Department	Superintendent Of Police	
42	2008	ODUOL Jacqueline Adhiambo	F	2008/11/04	2008/11/15	Min.Of Gender Children And Social Development	Children Services	Secretary For Children Affairs	
43		OLOO Jerim Odhiambo	M	2008/11/03	2008/11/15	Vice Presidents Office Min. Of Home Affairs	Probation And Aftercare Services	Director	
44		KARANI Titus Mwenda	M	2008/11/04	2008/11/15	Kenya Prison Service	Renya Prisons	Deputy Commissioner Prisons	
45		MULI Miriam Ngina	F	2008/11/04	2008/11/15	Police Dept. Office Of The President	Police Dept.	Assistant Commissioner Of Police	
46		MOTURI Rose Nekesa	F	2008/11/04	2008/11/28	Ministry Of Home Affairs	Prisons Department	Senior Assistant Commissioner Of Pri	
47		NGENO Samwel Kiplangat	M	2008/11/04	2008/11/28	Office Of The President	Police Department	Senior Superintendent Of Police	
48		MUTHOKA Justus David	M	2008/11/04	2008/11/28	Ministry Of Gender Children And Social Development	Childrens Department	Assistant Director	
49		MACHAYO June Eddah Minayo	F	2008/11/04	2008/11/28	Ministry Of Gender Children And Social Development	Department Of Children Services	Volunteer Childrens Officer	
50		WAICHINGA Anne Wambere	F	2008/11/04	2008/11/28	Ministry Of Gender Children And Social Development	Department Of Children Services	Chief Children Officer	
51		MBAU Mary Wanjiku	F	2008/11/04	2008/11/28	Ministry Of Home Affairs Probation Department	Probation Department	Deputy Director	
52		RAPANDO David Barasa	M	2008/11/04	2008/11/28	The Judiciary	Planning	Acting Principal Economist	
53		CHEPSEBA Mary Goretti Cheruto Tororey	F	2008/11/06	2008/11/28	Judiciart	Judicial	Senior Principal Magistrate	
54		2007	MBURU Grace Wanjiru	F	2007/10/10	2007/11/09	Home Affairs	Children Department	Volunteer Children Officer
55			KIVUVA Stephen Musomba	M	2007/10/10	2007/11/09	Ministry Of Home Affairs	Probation Department	Ag Principal Chief Probation Office
56	OMARI Danstan Mogaka		M	2007/10/10	2007/11/09	Ministry Of Home Affairs	Children's Department	District Children's Officer	
57	SOLOMON Esther Wanjiru		F	2007/10/10	2007/11/09	Governmental	Prison's Department	Superintendent	
58	LETING Paul Kipchumba		M	2007/10/10	2007/11/09	Office Of The President	Police Department	Senior Superindepent Of Police	
59	MUNDI Davelyne Nkonge		M	2007/10/10	2007/11/09	Ministry Of Home Affairs	Department Of Children Services	Manager	
60	BASIGWA Margaret Wangui		F	2007/10/10	2007/11/09	Office Of The Vice President And Ministry Of Home Affairs	Department Of Childre's Services	Deputy Director	
61	BAKALA Wambani		M	2007/10/10	2007/11/09	Office Of Vice President Ministry Of Home Affairs	Children Services	Assistant Director	
62	MUTHAMA Salome Ndunge		F	2007/10/10	2007/11/09	Ministry Of Home Affairs	Childre's Department	Chief Childre's Officer	
63	GITHINJI Stephen Murugu		M	2007/10/10	2007/11/09	Governmental	Judiciary	Magistrate	
64	JUMA Wilbrodah Awino		F	2007/10/10	2007/11/09	Judiciary	Judiciary	Acting Chief Magistrate	
65	KIBUKU George Gachuhi		M	2006/10/05	2006/11/03	Office Of The Vice President And Ministry Of Home Affairs	Children Department Children Services	Assistant Director	
66	MBUKA Elizabeth Adema		F	2006/10/05	2006/11/03	Ministry Of Home Affairs	Children's Department	Chief Children's Officer	
67	OKOMO Japheth Otieno		M	2006/10/05	2006/11/03	Home Affairs	Children	District Children Officer	
68	MIAKO John Gichimu	M	2006/10/05	2006/11/03	Getathru Rehabilitation School, Ministry Of Home Affairs	Children's Department	Head Teacher		
69	CHEMININGWA Truphenah Cheptek	F	2006/10/05	2006/11/03	Ministry Of Home Affairs Krigit Rehab School	Children Dept	Manager		
70	MOHAMED Hadi Sheikh	M	2006/10/05	2006/11/03	Min.Of Home Affairs	Children's Services	Senior Children Officer		
71	MOGERE Charles Mageka	M	2006/10/05	2006/11/03	Min.Of Home Affairs	Dept. Of Children's Services	Manager Children's Remand Home		
72	WAMAI Henry Muthui	M	2006/10/05	2006/11/03	Min.Of Home Affairs	Childrens Dept.	Volunteer Children Officer		
73	NGATIA Lydia Nyokabi	F	2006/10/05	2006/11/03	Min.Of Home Affairs	Probation Service	District Probation Officer		
74	KIMONDOLO Cosmas Ndambuki	M	2006/10/05	2006/11/03	Min.Of Home Affairs	Probation Service	Manager		
75	WEKULO Teresia Mumbua Matheka	F	2006/10/05	2006/11/03	Judiciary	Childrens Court Nakuru	Senior Resident Magistrate		
76	RAGOT Judith Elizabeth	F	2006/10/05	2006/11/03	Judiciary	Nairobi Lhildrens Court	Senior Resident Nagistrate		
77	KOSHAL Billy Parseen	M	2006/10/05	2006/11/03	Min.Of Home Affairs	Prisons	Supt In Charge		
78	LUNGATSO Beverline Ilego	F	2006/10/05	2006/11/03	Min.Of Home Affairs	Prisons	Officer In Charge		
79	MOHAMED Halima Abdi	F	2006/10/05	2006/11/03	Kenya Police	Office Of The President	Officer In Charge Police Station		
80	MAINA Grace Muchiru	F	2006/10/05	2006/11/03	Kenya Police	Office Of The President	Chief Inspector Of Police		
81	Rhoda Akinyi ANYIM	F	2005/10/11	2005/11/12	Ministry Of Home Affairs	Kenya Prisons Service	Officer In Charge		
82	Eliud Festus MUTWIRI	M	2005/10/11	2005/11/12	Ministry Of Home Affairs	Children's Department	Provincial Children's Officer		
83	Peterson NDWIGA	M	2005/10/11	2005/11/12	Ministry Of Home Affairs	Children's Department	Manager		
84	Joseph Sila MULINGE	M	2005/10/11	2005/11/12	Ministry Of Home Affairs	Children's Department	Manager		
85	Caroline Chepkemoi TOWETT	F	2005/10/11	2005/11/12	Ministry Of Home Affairs	Children's Department	Manager Nairobi Children Remand Hom		
86	Loise Mugure GIKUHI	F	2005/10/11	2005/11/12	Office Of The Vice President Ministry Of Home	Children's Department	District Children's Officer,Embu		
87	Noah Mokaya Omambia SANGANYI	M	2005/10/11	2005/11/12	Ministry Of Home Affairs	Department Of Childrens Services	Assistant Director Children Service		
88	Johnstone Cheruiyot KOECH	M	2005/10/11	2005/11/12	Ministry Of Home Affairs	Probation	Senior Probation Officer		
89	Teresia Achieng OLOO	F	2005/10/11	2005/11/12	Ministry Of Home Affairs And National Heritage	Probation And After Care Services	District Probation Officer		
90	Angus Masoro KIMEGA	M	2005/10/11	2005/11/12	Kenya Prisons Service	Administration	Superintendent In Charge		
91	Beatrice Nthiori THURANIRA	F	2005/10/11	2005/11/12	Judiciary	Mombasa Law Courts	Children's Court Magistrate		
92	Walter Ndolo NYARIMA	M	2005/10/11	2005/11/12	Judiciary	Busia Law Court	Ag Principal Magistrate		
93	Joseph Kipsang KIGET	M	2005/10/11	2005/11/12	Kenya Police Department	Police Headquarters Training Department	Officer Commanding Police Division		
94	Lilian Gloria OKEMBO	F	2005/10/11	2005/11/12	Kenya Police Department	Kenya Police College	Training Officer Faculty Head		
95	Bibiana Robayi Khamete ANDABWA	F	2005/10/11	2005/11/12	Office Of The Vice President Ministry Of Home Affairs	Children's Department	Volunteer Children's Officer		
96	Kenneth Mbiti MVURYA	M	2005/10/17	2005/11/12	Ministry Of Home Affairs Department Of Children's Services	Children Services Lamu District	Children's Officer I		
97	Christopher KAGO	M	2004/10/05	2004/11/07	Governmental	Kenya Police	Senior Superintendents Of Police		
98	MBOROKI Zipporan Gatiria	F	2004/10/05	2004/11/07	Governmental	Kenya Police College Kiganjo	Inspector		
99	Margaret Agutu MLANGA	F	2004/10/05	2004/11/07	Governmental Jubieinry	Nairobi Children Coart	Senior Resident Magistrate		
100	Winfridah Boyarini MOKAYAH	F	2004/10/05	2004/11/07	Judiciart Government	Kisumu Law Court	Senior Resident Magistrate		

101	George Njuguna NJANE	M	2004/10/05	2004/11/07	Ministry Of Home Affairs Probation And Aftercare Department	Nairobi Probation Hostel	Manager
102	Hellen Akinyi AJWALAH	F	2004/10/05	2004/11/07	Ministry Of Home Affairs	Probation And Aftercare Services	Probation Officer
103	Andrew Okoth OJAL	M	2004/10/05	2004/11/07	Ministry Of Home Affairs	Prisons Department	Superintendent In Charge
104	Bison Khadiagala MADEGWA	M	2004/10/05	2004/11/07	Ministry Of Home Affairs	Kenya Prisons	Officer In Charge Kamiti Yctc
105	Mwasawa Juma BOGA	M	2004/10/05	2004/11/07	Ministry Of Home Affairs	Children's Department	Children's Officer 1
106	Daniel Nzei MUSEMBI	M	2004/10/05	2004/11/07	Ministry Of Home Affairs	Children Department	Manager
107	Josephine Kemunto OGUYE	F	2004/10/05	2004/11/07	Ministry Of Home Affairs And National Heritage	Children	Chief Children Officer
108	Kellen Thumuni KARANU	F	2004/10/05	2004/11/07	Ministry Of Home Affairs	Children's Department	Assistant Director Children's Dept.
109	Alice Katila BARASA	F	2004/10/05	2004/11/07	Ministry Of Home Affairs Governmental District Children's Of	Director Of Children's Services Department	District Children's Officer
110	Jemin Otieno ONYANGO	M	2004/10/05	2004/11/07	Children's Department-Ministry Of Home Affairs Kenya	Children's Department	District Children's Officer
111	Livingstone A. ORUUKO	M	2004/10/05	2004/11/07	Government	Children's	Education Co-Ordinator
112	Yahuma OKOKO P.N.	M	2004/10/05	2004/11/07	Other	Yala Child Rieht	Vco
113	Ahmed Hussein AHMED	M	2003/10/28	2003/11/30	Ministry Of Home Affairs	Children's Department	Deputy Director
114	Jacinta Chemweno MURGOR	F	2003/10/28	2003/11/30	Ministry Of Home Affairs	Department Of Children's Services	Chief Childrens Officer
115	Carren Morangi OGOTI	F	2003/10/28	2003/11/30	Governmental Ministry Of Home Affairs And National Heritage	Children's Department	Manager Of Kirigiti Girls School
116	Judy Tuda ODUOR	F	2003/10/28	2003/11/30	Governmental Ministry Of Home Affiars	Children's Services	District Childrens Officer
117	Eliab Musembi MULILI	M	2003/10/28	2003/11/30	Office Of The Vice President And Ministry Of Home Affairs	Children's Department	Children's Officer
118	Ibrahim George MILIMU	M	2003/10/28	2003/11/30	Wamumu Rehabilitation School	Children Services	Manager
119	Onyango Tobias ODERA	M	2003/10/28	2003/11/30	Dagorett Rehabilitation School	Children's Department	Manager
120	Sophia BARONGO	F	2003/10/28	2003/11/30	Ngando Preparatory School/ Dagoretti Division	School/ Children	Manager/ Volunteer Children Officer
121	Asenath Nyaboke ONGERI	F	2003/10/28	2003/11/30	Government Of Kenya	Judiciary	Senior Resident Magistrate
122	Alfred Omweri ONDIEKI	M	2003/10/28	2003/11/30	Kenya Police	Kisumu Police Station Nyanza Province	Police Inspector
123	NGUTHA Stanley Waweru	M	2002/10/22	2002/11/23	Getathuru Rehabilitation Schol	Children's Dept.	Manager
124	NZIOKA Wambua	M	2002/10/22	2002/11/23	Ministry Of Home Affairs	Children's Dept.	Senior Education Officer
125	ONDOGO Charles Okemwa	M	2002/10/22	2002/11/23	Ministry Of Home Affairs	Children's Dept.	Senior Children's Officer
126	MORIASI Denis Nyambogo	M	2002/10/22	2002/11/23	Ministry Of Home Affairs	Children's Dept.	Children Officer One
127	LITALI Aggrey Shigunzi	M	2002/10/22	2002/11/23	Ministry Of Home Affairs	Children's Dept.	Manager
128	MAILU Charity Kathini	F	2002/10/22	2002/11/23	Home Affairs Ministry	Children's Dept.	Children Officer I
129	ABDI Hussein Abdirazak	M	2002/10/22	2002/11/23	Ministry Of Home Affairs Heritage And Sports	Children's Dept.	Chief Children Officer
130	KITILJ Jane Nzisa	F	2002/10/22	2002/11/23	Ministry Of Home Affairs	Children's Dept.	Senior Children's Officer
131	BALA Rose Awuor	F	2002/10/22	2002/11/23	Ministry Of Home Affairs	Children's Dept.	Assist. Dir. Children's Services
132	Margaret Wakasa BUYELA	F	2001/10/29	2001/12/02	Childrens Department Headquarter Ministry Of Home Affairs	Childrens Department	Deputy Director Of Childrens Serv.
133	Loice CHEPTOO	F	2001/10/29	2001/12/02	Children's Department Field Service	Children's Department	District Children's Officer
134	Julius Kemboi YATOR	M	2001/10/29	2001/12/02	Thika Approved School	Children's Department	Manager
135	Abdi Sheikh YUSUF	M	2001/10/29	2001/12/02	Provincial Children's Office North Eastern Province	Children's Department	Provincial Children's Officer
136	Rhoda Kanini MUISYO	F	2001/10/29	2001/12/02	Nairobi Juvenile Remand Home	Children's Department	Officer In Charge
137	Francis Aloyce Ontango OBARE	M	2001/10/29	2001/12/02	Kisumu Juvenile Remand Home	Children's Department	Officer In Charge
138	Judy Njoki NDUNGU	F	2001/10/29	2001/12/02	Ministry Of Home Affairs	Children's	Chief Children's Officer
139	Charles Mwit MBENGI	M	2001/10/29	2001/12/02	Ministry Of Home Affairs	Children's	Manager
140	Philip Khisa WAPOPA	M	2001/10/29	2001/12/02	Ministry Of Home Affairs	Children's Services	Manager
141	Charles O. OGOLLA	M	2000/09/25	2000/10/26	Undugu Society Of Kenya	Training And Education Department	Training Officer
142	Genevieve IMBAYI	F	2000/09/25	2000/10/26	Office Of The Vice President Ministry Of Home Affairs National Heritage And Sport	Children's Department	Children's Officer
143	Catherine W. MAINA	F	2000/09/25	2000/10/26	Office Of The Vice President Ministry Of Home Affairs National Heritage & Sports	Children's Department	Children's Officer
144	Julius A. MORUMBI Ngoko	M	2000/09/25	2000/10/26	Ministry Of Home Affaiars, Heritage And Sports	Children's Department	Children's Officer
145	Patrick W. NAKASANA	M	2000/09/25	2000/10/26	Kabete Approved School	Childrens	Headteacher
146	Elizabeth N. WAINANA	F	2000/09/25	2000/10/26	Getathuru Approved School	Children's	Senior Housemistress
147	Anthony L. MNGOLIA	M	2000/09/25	2000/10/26	Office Of Vice President Ministry Of Home Affairs Heritage And Sports	Department Of Children's Services	Children's Officer
148	Ruth K. OTWORI	F	2000/09/25	2000/10/26	Ministry Of Home Affairs Heritage And Sport	Childrens Department	Childrens Officer
149	Thomas Otieno NAAM	M	2000/09/28	2000/10/26	Ministry Of Home Affairs Natural Heritage And Sports	Children's Department	Office In Charge

Information on Visit to United Nations African Institute for the Prevention of Crime and the Treatment of Offenders(UNAFRI); Kampala, Uganda

Having acquired the information on the institution mentioned above during the international conference on Special Needs Offender in October 2011, the short visit was made by the implementation team of CCPO Project to seek for the possibility to collaborate with UNAFRI so as to obtain the more sustainable and accessible resource for the area of Juvenile Justice matters.

- Schedule

Date:18th to 21st December, 2011

- Participants from JICA

1. Everson Njenga (JICA)
2. Mina Hashiba (JICA)

- Participants from DCS

1. Carren Ogoti (NIT Secretariat)
2. Anne Waichinga (NIT Secretariat)
3. Moses Kimani (NIT Secretariat)
4. Carolyne Towett (NIT/ Manager of NCRH)

- Programme:

18 December

Arriving in Kampala

19 December (Morning) UNAFRI

Briefing on UNAFRI

Briefing on CCPO Project

19 December (Afternoon)

Government officials- Ministry of Gender, Labour & Social Development

20 December

Visits to (two) Children Institutions (one in Kampala and another outside Kampala)

21 December

Back to Nairobi, Kenya

All the cost for the trip will be met by JICA, according to its own rates of JICA.

Information on Participation of 2nd International Conference in Africa on Child Sexual Abuse; Accra, Ghana

Having acquired the information on the International Conference mentioned above, it is proposed some members of NIT of CCPO Project attend this conference, obtain the relevant information on the practice of care of sexually abuse children to reflect it into CCPO Training Materials.

- Objectives of the participation
 1. To obtain the relevant information on skills and techniques on how to deal with Children who need in care and protection, especially sexually abused children.
 2. To reflect the information into CCPO Training Materials.

- Conference details are as follows

Date: 12th to 14th March, 2012 (Travelling on 11th and 15th March, 2012)

Organizer: African Movement for the Prevention of Child Abuse and Neglect (AMPCAN), Ghana

Venue: La Palm Royal Beach Hotel, Accra, Ghana

- Participants from JICA

1. Mina Hashiba (JICA)

- Participants from NIT

1. Rhoda Misiko (Support Network) – DCS
2. Florence Mueni (Case Management/ Trauma Based CBT) – Probation
3. Mary Khameba (General Cancelling skills/ CBT Application) – Prisons

All the cost for the trip will be met by JICA, according to its own rates of JICA.

Information on OFFICIAL VISIT AND OBSERVATION TOUR ON PAROLE AND PROBATION ADMINISTRATION (PPA) AND VOLUNTEER PROBATION AIDE (VPA) ; t THE PHILIPPINES

Kenyan Volunteer Children 's Officer (VCO) System was introduced to realize the best interests of the child under the guidance of Children's Officers in 1999 based on the Volunteer Probation Officer System of Japan. Children's Officers were trained in Japan on Juvenile Justice Administration System in-order to enhance the VCO system and juvenile justice in Kenya. Later, it was realized that the Department of Children's Services could not single handedly address the Juvenile Justice System in the country hence other four agencies in the system were incorporated. These are the Judiciary, Police Service, Prisons Service and Probation and Aftercare Service. Over the years, officers from these agencies have attended training in Japan on Juvenile Delinquent Treatment System. Documents guiding the VCO and VPO system have been developed namely the code of conduct, practice guidelines, and training manual. However, the documents are not anchored on any legislation or policy framework.

VCO system was first introduced as a pilot at Kitale, Kisumu District and Dagoretti Division of Nairobi and later enhanced nationwide. Currently there are 800 VCOs in Kenya. The VCOs are under the strict supervision of Officers in-Charge of their operation areas.

VPO program started on pilot basis in 2004 targeting busy stations, arid and semi-arid districts of Kenya. There are 300 VPOs currently.

- Rationale:

The rationale of study was to learn the best practices of the VPA programme from the PPA in the Philippines so as to improve our VCO and VPO systems in Kenya. The country has through the Parole and Probation Administration under the Department of Justice developed advanced Volunteer Probation Aide (VPA) system which is anchored in the law.

- Schedule: FROM 14TH TO 18TH JANUARY2013

- Kenyan delegation:

No.	Name	Job title	Occupation
1	Ms. Mina Hashiba	JICA Expert	JICA Long-Term Expert for the Project for Capacity Building of Child Care and Protection Officers in the Juvenile Justice System in Kenya (CCPO)
2	Mr. Ahmed Hussein, HSC	Director	Department of Children's Services, Ministry of Gender, Children and Social Development
3	Mr. Moses Kimani	Chief Children Officer	Department of Children's Services, Ministry of Gender, Children and Social Development
4	Mr. James Odongo	Probation Officer I	Department of Probation and Aftercare Services, Ministry of Home Affairs
5	Ms. Redempta Sigei	Probation Officer II	Department of Probation and Aftercare Services, Ministry of Home Affairs
6	Hon. Evans Makori (Mr.)	Senior Principal Magistrate	Judiciary
7	Hon. Lilian Kiniale (Ms.)	Resident Magistrate	Judiciary

● Programme:

Date	Activity/ Topic	Responsible	Remarks
Jan. 13, 2013 (Sun)	Arrival in the Philippines	JICA Philippines	
Jan. 14, 2013 (Mon) 10:30 AM	Introduction to JICA activities in the Governance Sector	JICA Philippines	Venue: JICAPP <ul style="list-style-type: none"> • Presentation of JICAPP ongoing projects on Governance, previous cooperation with PPA • Briefing of the Schedule
Jan. 15, 2013 (Tue) 8 :30 AM	Departure from hotel in Makati City Presentation on the VCO/VPO System in Kenya Presentation on Volunteer System and other Rehabilitation Activities in the Philippines	Dept. of Children and Probation, GOK PPA Philippines	Venue: PPA Central Office, Quezon City <ul style="list-style-type: none"> • JICA Kenya Presentation of Country/Sector Report, the purpose of the trip, and the related cooperation on the sector • PPA Presentation of Country report to include agency's mandate, programs, related cooperation with JICA (to show modules developed in JICA's cooperation) • Open Forum • Lunch
1:00 PM	Departure from Quezon City Site Visit 1: Observation Tour/Interaction (Region IV)	PPA Philippines (Cavite Province field office)	Venue: Imus, Cavite <ul style="list-style-type: none"> • Courtesy Call to PPA Field Office Unit and local City/Court Officials • Interaction with Lingap VPA Association (Imus, Cavite)
Jan. 16, 2013 (Wed) 7:00 AM	Departure from hotel in Makati City Site Visit 2: Observation Tour/ Interaction (Region IV)	PPA Philippines (Batangas Province field office)	Venue: Nasugbu, Batangas <ul style="list-style-type: none"> • Visit to PPA Field Office Unit • Observation of Therapeutic Community session
12:00 NN	Departure from Nasugbu, Batangas Site Visit 3: Observation Tour/ Interaction (Region IV, continuation)	PPA Philippines (Calamba City field office)	Venue: Calamba City, Laguna <ul style="list-style-type: none"> • Visit to PPA Field Office Unit • An Observation of a PPA Activity (Feeding Program)
Jan. 17, 2013 (Thu) AM- PM	Developing Action Plan after the tour	Kenyan Representatives	Venue: JICAPP
Jan. 18, 2013 (Fri) 9:30 AM	Lessons Learnt/Presentation of Action Plan/ Departure	JICA Philippines	Venue: JICAPP <ul style="list-style-type: none"> • Key officials/officers of PPA will be invited • JICAPP staff will be invited

Annex-6

List of equipment provided by the project

No. and items	specification
1 Projector	TOSHIBA TDP-T45
1 Projector Screen	.
5 Laptop Computer	HPProBook4310s
1 Project Vehicle	Nissan Patrol
1 Printer	HP ColorLaserJet 5550DTN
1 Photo Copier	KYOCERA MFP KM 5050 Document Processor
1 Video Camera	SONY Handy Cam (Mini DV Tape)
1 Photo Copier	KYOCERA MFP KM 5050
1 Projector	
1 Photo Copier	KYOCERA MITA KM2560
1 Video Camera	SONY Handy Cam (HDD)
2 laptop Computer	HP Elite Book

Beside the above, reference books have been provided as well.

Operational Costs: CCPO Project JICA Side Contribution

	FY2010	FY2011	FY2012	FY2013 (Quarter 1 Only)	TOTAL (Ksh.)
CCPO Office Running Cost	1,948,742	2,634,375	2,276,281	512,182	6,859,398
Traveling/ Workshop & Training Venue	3,677,258	3,929,625	7,903,299	937,575	15,510,182
Fee for External Consultant	592,000	862,000	6,000	122,500	1,460,000
TOTAL (Ksh.)	6,218,000	7,426,000	10,185,580	1,572,257	23,829,580

Annex-8-1

List of Counterpart Personnel (NIT)

S/NO	Name	Designation	JJAs	Roles in NIT	Transfer
1	Ahmed Hussein	Director of Children Services	DCS	Chair	
2	Teresia Ngugi	Senior Principal Magistrate	Judiciary		Transferred within Nairobi Transferred to Kerugoya Law Court in late 2012.
3	Teresia Matheka	Chief Magistrate	Judiciary	Chair of Thematic Group1	Transferred to Nairobi from Nyahururu in Jan 2012 Study abroad since Jan 2013.
4	Judith Ragot	Registrar of High Court	Judiciary		Transferred from Nairobi to Machakos and back in Nairobi in Apr 2012
5	Benson Ireri	Senior Resident Magistrate	Judiciary		Transferred to Western from Nairobi in Feb or Mar 2012
6	Evans Makori	Senior Principal Magistrate	Judiciary		Transferred from Western to Nyeri in Mar 2012 Transferred to Nairobi in Dec 2012.
7	Carolynn Ocharo	Principal Magistrate	Judiciary		
8	Salome Muthama	Senior Principal Children Officer	DCS		Transferred to Machakos County from Nairobi
9	Livingstone Oruuko	Approved Teacher I	DCS	Chair of Thematic Group3 Secretariat	
10	Thomas Otieno	Senior House Master	DCS	Secretary of Thematic Group3	Transferred to Kisumu in April 2012
11	Caroline Towett	Chief Children Officer	DCS		
12	Anne Waichinga	Principal Children Officer	DCS		Transferred to Muranga County from HQS Nairobi in Jun 2012.
13	Caren Ogoti	Assistant Director	DCS	Head of Secretariat	

S/NO	Name	Designation	JJAs	Roles in NIT	Transfer
14	Catherine Maina	Assistant Director	DCS		AU in Addis Abeba since January 2012
15	Tobias Onyago	Chief Children Officer	DCS		
16	Anne Thiong'o	Chief Children Officer	DCS	Secretary of Thematic Group5	
17	Rhoda Misiko	Chief Children Officer	DCS	Chair of Thematic Group4	Resigned DCS in Mar, 2013.
18	Jacinter Omondi	Principal Children Officer	DCS	Secretary of Thematic Group4	
19	Martha Omwoyo	Chief Children Officer	DCS		
20	Moses Kimani	Chief Children Officer	DCS	Chair of Thematic Group5 Secretariat	
21	Serah John	Chief Probation Officer	Probation		
22	Jason Abukuse	Chief Probation Officer	Probation		
23	Caroline Otieno	Chief Probation Officer	Probation	Secretary of Thematic Group1	Study abroad since Jan 2013.
24	Christine Obondi	Senior Assitant Director	Probation		
25	Clement Oketch	Assistant Director	Probation	Chair of Thematic Group2	
26	Florence Mueni	Chief Probation Officer	Probation	Secretary of Thematic Group2 Secretariat	
27	Josphine Murege	Principal Probation Officer	probation	Secretariat	Transferred to Kiambu County from HQS, Nairobi. But still available in Nairobi.

S/NO	Name	Designation	JJAs	Roles in NIT	Transfer
28	Terry Muchemi	Superintendent of Police	Police		
29	Joshua Arende	Chief Inspector	police		Transferred to JK International Airport in Nov 2010, then Kikuyu Police Station in October 2011.
30	Evelyn Mbugua	Superintendent of Police	police		
31	Fredrick Mukasa	Chief Inspector	police		
32	Mary Khaemba	Director offender Correction, Rehabilitation and	prisons	Secretariat	
33	Jane Kirii	Senior Superintendent of Prisons	prisons		transferred to Shikusa Borstal Institution from Nov 2011 back to Nairobi Prisons HQS in 2012.
34	Hassan Wafula	Senior Superintendent of Prisons	prisons		transferred to Kisumu 2010. then to Kericho in 2011.
35	Brenta Nzisa	Children Officer I	DCS		Newly appointed in June 2012
36	Stanrey Rotich	Children Officer II	DCS		Newly appointed in June 2012

List of Counterpart Personnel: Joint Coordinating Committee (May 2012)

S/NO	Name	JJAs	Designation	Membership
1	Dr. James W. Nyikal	Ministry of Gender, Children and Social Development	Permanent Secretary	JCC
2	Dr. Ludeki Chweya	Office of the Vice President Ministry of Home Affairs	Permanent Secretary	JCC
3	Hon. Mrs. Gladys Boss Shollei	Judiciary	The Chief Registrar	JCC
4	Mr. Mutea Iringo	Ministry of State for Provincial Administration and Internal Security	Permanent Secretary	JCC

List of Counterpart Personnel: Steering Committee (May 2012)

S/NO	Name	JJAs	Designation	Membership
1	Prof. Jacqueline A. Oduol	Ministry of Gender, Children and Social Development	Secretary of Children Affairs	SC
2	Mr. Jerim Oloo	Probation and Aftercare Service	Director	SC
3	Mr. Mathew Iteere	Police	The Commissioner of Police	SC
4	Mr. Isaiah Osugo	Prisons	The Commissioner of Prisons	SC
5	Hon. Judge Kariuki	Judiciary	Director of JTI	SC

List of Counterpart Personnel: Joint Coordinating Committee (July 2013)				
S/NO	Name	JJAs	Designation	Membership
1	Mr. Ali Noor Ismail	Ministry of Labour, Social Security and Services.	Principal Secretary	JCC
2	Ms. Josephtha Mukobe	Ministry Of Interior And Coordination Of National Government	Principal Secretary	JCC
3	Hon. Mrs. Gladys Boss Shollei	Judiciary	Chief Registrar	JCC
4	Mr. Mutea Iringo	Ministry Of Interior And Coordination Of National Government	Principal Secretary	JCC
List of Counterpart Personnel: Steering Committee (July 2013)				
S/NO	Name	JJAs	Designation	Membership
1	Ms. Lydia Muiru	Ministry of Labour, Social Security and Services.	Secretary for Children's Affairs	SC
2	Mr. Jerim Oloo	Probation and Aftercare Service	Director	SC
3	Mr. David Kimaiyo	Police	Inspector General of Police	SC
4	Mr. Isaiah Osugo	Prisons	The Commissioner of Prisons	SC
5	Judge Joel Ngugi	Judiciary	Director of JTI	SC

CCPO Project-Juvenile Justice Agencies Contribution to the Project

Period: Oct 2009 to Jun 2013

Name of JJA: Department of Children's Services

Fill in *the amount* the department contributed.

Month/ Year Month	Activities/Expense	Purpose of Activities	Venue/accommodation for participants	Per diem for NIT	Retreat/Facilitators Allowance for Participants	Lunch for activities in Nairobi	Transportation for NIT (GK Vehicle, Fuel, and Driver)	Transportation for CCPO Trainees	CCPO Transit Perdiem	TOTAL AMOUNT
11-09	NIT Retreat Naromoro1	Curriculum setting	JICA		130,000.00		20,000.00			150,000.00
2-10	UNAFEI Training	Developing Manual	-	686,700.00						686,700.00
5-10	NIT Retreat Naromoro2	Developing Manual	JICA		100,000.00		20,000.00			120,000.00
5-10	Editing Sub-committee meeting	Editing Manual	Probation Board Room							-
6-10	TOT Sub-committee meeting	TOT Programme Setting	Probation Board Room							-
8-10	TOT for NIT Members	Training for NIT for pedagogy	JICA							-
8-10	Supervision Workshop	Supervision method setting	JICA							-
9-10	CCPO Training Module I	CCPO Pilot Training	1,300,000.00		360,000.00			120,000.00		1,780,000.00
10-10	CCPO Training Review Workshop in Nanyuki	Review and evaluating CCPO Training	JICA		100,000.00		20,000.00			120,000.00
Nov-Dec-10	Supervision of Praticum Session I	Supervision Visit by NIT		230,450.00		42,750.00	53,000.00			326,200.00
12-10	Retreat Nakuru for CCPO Training Materials	Revise of CCPO Training Modules/ TOT for facilitators of Module II	JICA		100,000.00		20,000.00			120,000.00
1-11	CCPO Training Module II	CCPO Pilot Training	754,000.00	202,000.00	136,000.00		13,000.00	45,000.00	7,000.00	1,157,000.00
2-11	UNAFEI Training	NIT TOT		625,000.00						625,000.00
5-11	NIT Retreat in Soi	Review and evaluating CCPO Training & Revise the material	JICA	14,000.00	100,000.00		20,000.00			134,000.00
6-11	Supervision of Praticum Session II	Supervision Visit by NIT		139,500.00		42,750.00	25,000.00			207,250.00
7-11	Stakeholders Workshop in Nairobi Safari Club Hotel	Workshop for stakeholders from NGOs and other relevant Ministries	JICA							-
8-11	CCPO Training Module III	CCPO Pilot Training	1,987,950.0	373,500.00	62,000.00			101,400.00		2,524,850.00
11-11	NIT Workshop in Soi II	Unit Rearrangement	JICA							-
1-12	NIT Workshop for Supervision Guideline Setting in Nakuru	Supervision guideline Setting for CCPO Group2	JICA							-
1-12	CCPO Training Module I for Group1	CCPO Pilot Training	JICA	223,500.00				54,000.00	7,000.00	284,500.00
2-12	UNAFEI Training	Training of representatives of immediate supervisors		778,260.00						778,260.00
Feb-Mar-12	Supervision of Praticum Session III	Supervision Visit by NIT		JICA			JICA			-
4-12	CCPO Graduation for Group1	Graduation Ceremony	JICA					23,400.00		23,400.00
	Sub-Total (upto MTR)		4,041,950.00	3,272,910.00	1,088,000.00	85,500.00	191,000.00	343,800.00	14,000.00	9,037,160.00

CCPO Project-Juvenile Justice Agencies Contribution to the Project

Period: Oct 2009 to Jun 2013

Name of JJA: Probation and Aftercare Services

Fill in the amount the department contributed.

Month/ Year Month	Activities/Expense	Purpose of Activities	Venue/accommodati on for participants	Per diem for NIT	Retreat/Facilitators Allowance for Participants	Lunch for activities in Nairobi	Transportation for NIT (GK Vehicle, Fuel, and Driver)	Transportation for CCPO Trainees	CCPO Transit Perdium	TOTAL AMOUNT
11-09	NIT Retreat Naromoro1	Curriculum setting	JICA		60,000.00					60,000.00
2-10	UNAFEI Training	Developing Manual	-	723,606.00						723,606.00
5-10	NIT Retreat Naromoro2	Developing Manual	JICA		50,000.00					50,000.00
5-10	Editing Sub-committee meeting	Editing Manual	Probation Board Room							-
6-10	TOT Sub-committee meeting	TOT Programme Setting	Probation Board Room							-
8-10	TOT for NIT Members	Training for NIT for pedagogy	JICA							-
8-10	Supervision Workshop	Supervision method setting	JICA							-
9-10	CCPO Training Module I	CCPO Pilot Training		62,500.00	4,000.00			13,000.00		79,500.00
10-10	CCPO Training Review Workshop in Nanyuki	Review and evaluating CCPO Training	JICA		16,500.00					16,500.00
Nov-Dec- 10	Supervision of Praticum Session I	Supervision Visit by NIT								-
12-10	Retreat Nakuru for CCPO Training Materials	Revise of CCPO Training Modules/ TOT for facilitators of Module II	JICA							-

Month/ Year Month	Activities/Expense	Purpose of Activities	Venue/accommodati on for participants	Per diem for NIT	Retreat/Facilitators Allowance for Participants	Lunch for activities in Nairobi	Transportation for NIT (GK Vehicle, Fuel, and Driver)	Transportation for CCPO Trainees	CCPO Transit Perdium	TOTAL AMOUNT
1-11	CCPO Training Module II	CCPO Pilot Training		74,500.00	10,000.00			17,250.00		101,750.00
2-11	UNAFEI Training	NIT TOT		803,220.00						803,220.00
5-11	NIT Retreat in Soi	Review and evaluating CCPO Training & Revise the material	JICA							-
6-11	Supervision of Praticum Session II	Supervision Visit by NIT								-
7-11	Stakeholders Workshop in Nairobi Safari Club Hotel	Workshop for stakeholders from NGOs and other relevant Ministries	JICA							-
8-11	CCPO Training Module III	CCPO Pilot Training		56,000.00	8,000.00			25,500.00		89,500.00
11-11	NIT Workshop in Soi II	Unit Rearrangement	JICA							-
1-12	NIT Workshop for Supervision Guideline Setting in Nakuru	Supervision guideline Setting for CCPO Group2	JICA							-
1-12	CCPO Training Module I for Group1	CCPO Pilot Training	JICA	55,500.00	13,400.00			15,600.00		84,500.00
2-12	UNAFEI Training	Training of representatives of immediate supervisors		549,833.00						549,833.00
Feb-Mar- 12	Supervision of Praticum Session III	Supervision Visit by NIT		JICA			JICA			-
4-12	CCPO Graduation for Group1	Graduation Ceremony	JICA					13,000.00		13,000.00
	Sub-Total (upto MTR)		-					-		2,571,409.00

Month/ Year Month	Activities/Expense	Purpose of Activities	Venue/accommodati on for participants	Per diem for NIT	Retreat/Facilitators Allowance for Participants	Lunch for activities in Nairobi	Transportation for NIT (GK Vehicle, Fuel, and Driver)	Transportation for CCPO Trainees	CCPO Transit Perdium	TOTAL AMOUNT
5-12	Immediate Supervisors Ws	Workshop for supervisors of CCPOs	JICA	JICA	JICA	-		-	-	-
7-12	NIT Retreat Nanyuki	Drafting training modules, reviewing training	JICA		-	-		-	-	-
8-12	CCPO Training Module II for Group2	CCPO Pilot Training	JICA		116,000.00	-		10,000.00		126,000.00
9-12	NIT workshop for Management Manual	Drafting Management Manual	JICA			-	8,400.00	-	-	8,400.00
9-12	Supervision visit for Practicum 2 by NIT mentors	practicum monitoring	-	JICA	-	-	-	-	-	-
11-12	NIT workshop Kitengera	Final drafting work on training modules	JICA			-	JICA	-	-	-
1-13	The philippines study tour	visiting parole and probation administration in the philippines	-	78,900.00		-	JICA (air tickets)	-	-	78,900.00
2-13	UNAFEI Training	Through care and Sustainability of CCPO Training		420,000.00						420,000.00
2-13	CCPO Training Module III for Group2	CCPO Pilot Training	271,788.00		148,000.00	-		10,000.00		429,788.00
3-13	NIT final retreat Mombasa	Finalizing training modules and management manual	JICA			-		-	-	-
4-13	Supervision visit for Practicum 3 by NIT mentors	practicum monitoring	-	JICA		-		-	-	-
5-13	CCPO Graduation for Group2	Graduation Ceremony	JICA	JICA			44,000.00	-	-	44,000.00
6-13	Validation workshop of CCPO Training Modules	Validation workshop by 5 JJAs	JICA	-	-	-	-	-	-	-
	Sub-total (after MTR)									1,107,088.00
TOTAL										3,678,497.00

CCPO Project-Juvenile Justice Agencies Contribution to the Project

Period: Oct 2009 to Jun 2013

Name of JJA: PoliceFill in **the amount** the department contributed.

Year Month	Activities/Expense	Purpose of Activities	The venue/accommodation for participants	Per diem for NIT	Retreat/Facilitators Allowance for Participants	Lunch for activities in Nairobi	Transportation for NIT (GK Vehicle, Fuel, and Driver)	Transportation for CCPO Trainees	CCPO Transit Perdiem	TOTAL AMOUNT
11-09	NIT Retreat Naromoro1	Curriculum setting	JICA	76,000.00					45,000.00	121,000.00
2-10	UNAFEI Training	Developing Manual	-							-
5-10	NIT Retreat Naromoro2	Developing Manual	JICA							-
5-10	Editing Sub-committee meeting	Editing Manual	Probation Board Room							-
6-10	TOT Sub-committee meeting	TOT Programme Setting	Probation Board Room							-
8-10	TOT for NIT Members	Training for NIT for pedagogy	JICA							-
8-10	Supervision Workshop	Supervision method setting	JICA							-
9-10	CCPO Training Module I	CCPO Pilot Training								-
10-10	CCPO Training Review Workshop in Nanyuki	Review and evaluating CCPO Training	JICA							-
Nov-Dec-10	Supervision of Praticum Session I	Supervision Visit by NIT								-
12-10	Retreat Nakuru for CCPO Training Materials	Revise of CCPO Training Modules/ TOT for facilitators of Module II	JICA							-

Year Month	Activities/Expense	Purpose of Activities	The venue/accommodation for participants	Per diem for NIT	Retreat/Facilitator's Allowance for Participants	Lunch for activities in Nairobi	Transportation for NIT (GK Vehicle, Fuel, and Driver)	Transportation for CCPO Trainees	CCPO Transit Perdiem	TOTAL AMOUNT
1-11	CCPO Training Module II	CCPO Pilot Training								-
2-11	UNAFEI Training	NIT TOT								-
5-11	NIT Retreat in Soi	Review and evaluating CCPO Training & Revise the material	JICA							-
6-11	Supervision of Praticum Session II	Supervision Visit by NIT								-
7-11	Stakeholders Workshop in Nairobi Safari Club Hotel	Workshop for stakeholders from NGOs and other relevant Ministries	JICA							-
8-11	CCPO Training Module III	CCPO Pilot Training	DCS	71000					36000	107,000.00
11-11	NIT Workshop in Soi II	Unit Rearrangement	JICA							-
1-12	NIT Workshop for Supervision Guideline Setting in Nakuru	Supervision guideline Setting for CCPO Group2	JICA	95000					45000	140,000
1-12	CCPO Training Module I for Group1	CCPO Pilot Training	JICA							
2-12	UNAFEI Training	Training of representatives of immediate supervisors								
Feb-Mar-12	Supervision of Praticum Session III	Supervision Visit by NIT		JICA			JICA			
4-12	CCPO Graduation for Group1	Graduation Ceremony	JICA							
	Sub-Total (upto MTR)									368,000.00

Year Month	Activities/Expense	Purpose of Activities	The venue/accommodation for participants	Per diem for NIT	Retreat/Facilitator's Allowance for Participants	Lunch for activities in Nairobi	Transportation for NIT (GK Vehicle, Fuel, and Driver)	Transportation for CCPO Trainees	CCPO Transit Perdiem	TOTAL AMOUNT
5-12	Immediate Supervisors Ws	Workshop for supervisors of CCPOs	JICA	JICA	JICA	-		-	-	
7-12	NIT Retreat Nanyuki	Drafting training modules, reviewing training	JICA		-	-		-	-	
8-12	CCPO Training Module II for Group2	CCPO Pilot Training	JICA			-		10,000		10,000
9-12	NIT workshop for Management Manual	Drafting Management Manual	JICA			-		-	-	
9-12	Supervision visit for Practicum 2 by NIT mentors	practicum monitoring	-	JICA	-	-	-	-	-	
11-12	NIT workshop Kitengera	Final drafting work on training modules	JICA			-	JICA	-	-	
1-13	The philippines study tour	visiting parole and probation administration in the philippines	-			-	JICA (air tickets)	-	-	
2-13	UNAFEI Training	Through care and Sustainability of CCPO Training			129,000.00					129,000
2-13	CCPO Training Module III for Group2	CCPO Pilot Training	226,490			-		10,000		236,490
3-13	NIT final retreat Mombasa	Finalizing training modules and management manual	JICA			-		-	-	
4-13	Supervision visit for Practicum 3 by NIT mentors	practicum monitoring	-	JICA		-		-	-	
5-13	CCPO Graduation for Group2	Graduation Ceremony	JICA	JICA	16,000			10,000	-	26,000
6-13	Validation workshop of CCPO Training Modules	Validation workshop by 5 JJAs	JICA	-	-	-	-	-	-	
	SUB-TOTAL (after MTR)									401,490.00
	TOTAL									769,490.00

CCPO Project-Juvenile Justice Agencies Contribution to the Project

Period: Oct 2009 to Jun 2013

Name of JJA: Prisons

Fill in *the amount* the department contributed.

Year Month	Activities/Expense	Purpose of Activities	The venue/accommodation for participants	Per diem for NIT	Retreat/Facilitators Allowance for Participants	Lunch for activities in Nairobi	Transportation for NIT (GK Vehicle, Fuel, and Driver)	Transportation for CCPO Trainees	CCPO Transit Perdiem	TOTAL AMOUNT
11-09	NIT Retreat Naromoro1	Curriculum setting	JICA	48,000.00	18,000.00		10,000.00			76,000.00
2-10	UNAFEI Training	Developing Manual	-	400000						400,000.00
5-10	NIT Retreat Naromoro2	Developing Manual	JICA		18000		10000			28,000.00
5-10	Editing Sub-committee meeting	Editing Manual	Probation Board Room			1500				1,500.00
6-10	TOT Sub-committee meeting	TOT Programme Setting	Probation Board Room			1500				1,500.00
8-10	TOT for NIT Members	Training for NIT for pedagogy	JICA				4000			4,000.00
8-10	Supervision Workshop	Supervision method setting	JICA							-
9-10	CCPO Training Module I	CCPO Pilot Training		24000	12000		6000	25800	12000	79,800.00
10-10	CCPO Training Review Workshop in Nanyuki	Review and evaluating CCPO Training	JICA		18000		4000			22,000.00
Nov-Dec-10	Supervision of Praticum Session I	Supervision Visit by NIT		27000			20000			47,000.00
12-10	Retreat Nakuru for CCPO Training Materials	Revise of CCPO Training Modules/ TOT for facilitators of Module II	JICA	13500						13,500.00
1-11	CCPO Training Module II	CCPO Pilot Training		18000	12000		10000			40,000.00
2-11	UNAFEI Training	NIT TOT		500000						500,000.00
5-11	NIT Retreat in Soi	Review and evaluating CCPO Training & Revise the material	JICA		12000					12,000.00
6-11	Supervision of Praticum Session II	Supervision Visit by NIT		30000	26000		10000			66,000.00
7-11	Stakeholders Workshop in Nairobi Safari Club Hotel	Workshop for stakeholders from NGOs and other relevant Ministries	JICA							-
8-11	CCPO Training Module III	CCPO Pilot Training	DCS	39000	12000		10000			61,000.00
11-11	NIT Workshop in Soi II	Unit Rearrangement	JICA		12000					12,000.00
1-12	NIT Workshop for Supervision Guideline Setting in Nakuru	Supervision guideline Setting for CCPO Group2	JICA	15000	12000					27000
1-12	CCPO Training Module I for Group1	CCPO Pilot Training	JICA					18000	6000	24000
2-12	UNAFEI Training	Training of representatives of immediate supervisors								
Feb-Mar-12	Supervision of Praticum Session III	Supervision Visit by NIT			JICA		JICA			
4-12	CCPO Graduation for Group1	Graduation Ceremony	JICA					40000	9000	49000
	Sub-Total (upto MTR)									1,464,300.00

Year Month	Activities/Expense	Purpose of Activities	The venue/accommodation for participants	Per diem for NIT	Retreat/Facilitators Allowance for Participants	Lunch for activities in Nairobi	Transportation for NIT (GK Vehicle, Fuel, and Driver)	Transportation for CCPO Trainees	CCPO Transit Perdiem	TOTAL AMOUNT
5-12	Immediate Supervisors Ws	Workshop for supervisors of CCPOs	JICA	JICA	JICA	-		-	-	-
7-12	NIT Retreat Nanyuki	Drafting training modules, reviewing training	JICA	30,000.00	-	-	40,000.00	-	-	70,000.00
8-12	CCPO Training Module II for Group2	CCPO Pilot Training	JICA	15,000.00	4,000.00	-	6,000.00	38,000.00	10,000.00	73,000.00
9-12	NIT workshop for Management Manual	Drafting Management Manual	JICA			-		-	-	-
9-12	Supervision visit for Practicum 2 by NIT mentors	practicum monitoring	-	JICA	-	-	-	-	-	-
11-12	NIT workshop Kitengera	Final drafting work on training modules	JICA			-	JICA	-	-	-
1-13	The philippines study tour	visiting parole and probation administration in the philippines	-			-	JICA (air tickets)	-	-	-
2-13	UNAFEI Training	Through care and Sustainability of CCPO Training		455,000.00						455,000.00
2-13	CCPO Training Module III for Group2	CCPO Pilot Training	271,788.00	12,000.00	4,000.00	-	4,000.00	38,000.00	10,000.00	339,788.00
3-13	NIT final retreat Mombasa	Finalizing training modules and management manual	JICA		20,000.00	-		-	-	20,000.00
4-13	Supervision visit for Practicum 3 by NIT mentors	practicum monitoring	-	JICA		-		-	-	-
5-13	CCPO Graduation for Group2	Graduation Ceremony	JICA	JICA				40000.00	-	40,000.00
6-13	Validation workshop of CCPO Training Modules	Validation workshop by 5 JJAs	JICA	-	-	-	-	-	-	-
	Sub-Total (after MTR)									997,788.00
TOTAL										2,462,088.00

CCPO Capabilities (Nov.1 version)

【Care and Protection of Children on the Street】

Guidance:

1. Conducting emergency intervention;
 - (A) Coping with children or parents who are upset, distracted, aggressive or challenging toward you;
 - ① Non-violent crises intervention;
 - ② Conflict resolution;
 - ③ Active listening;
 - ④ Responding skills (showing and sharing understanding);
 - ⑤ Negotiating skills;
 - (B) Emotion control (of CCPO) when children show impolite, aggressive, defiant or oppositional attitudes;
 - ① Relaxations and other self-care/stress management skills;
 - ② Not making hasty decisions;
 - ③ Improve your skills through consultation, supervision or feedback from proper supervisors;
 - (C) Dealing with traumas of children – political conflicts, riots, natural disasters, deaths of parents/guardians, separation from parents/guardians, et al.;
 - (D) Dealing with trafficking cases;
 - (E) Family counselling/Parenting;
 - ① Dealing with family crises (parent-child conflicts, selfish thoughts of parent and child);
 - ② Methods for reconciliation;
2. Psycho-social area;
 - (A) Understanding psychology of children and youth (developmental psychology, typical characteristics of adolescent period) – challenging adults or social authorities is a healthy development process of adolescent;
 - (B) Roles and influences of peers (positive/negative)
 - (C) Understanding psychology of criminal conducts;
 - ① Distorted cognition, behaviour pattern and attitude;
 - ② Typical characteristics of offenders (impulsive, aggressive, selfish, et al.)
 - (D) Problem solving (Clarification of problem areas / Brainstorming of solutions / Decision making of solutions / Plan – do – see (practicing solutions, evaluating results and re-design solutions)), Social learning theory (children learn criminal behaviour from their models), ;
 - (E) Understanding psychology of difficult children (such as those suffering from personality disorders, conduct disorders, developmental disorders, etc.);
 - (F) Parenting knowledge;

3. Teaching life skills;
 - (A) Self-confident, self-esteem, self respect, self-awareness, healthy peer relationship, survival/independent life;
 - (B) How to avoid victimization;
 - (C) Reducing vulnerability;
 - (D) Where children can get help properly;
 - (E) Mental care for victimized children;
 - (F) Showing models to live a healthy and law abiding live

Support network:

1. Coordination of community net-work;
 - (A) Understanding and recognising activities/roles of AAC/VCO/VPO – indispensable entity for providing care and protection in the community;
 - (B) Finding core person/organiser of community network;
 - (C) Exploring cooperative resource persons among stakeholders and community leaders (School counselling and guidance teacher, Church/Religious groups, Chief, Headman, Law society, NGO, CCI and others);
 - (D) Consider positive aspects to establish support network in terms of the best interest of children as well as the smooth and easy operation of effective supports
 - (E) Benefits/advantages for respective organizations by establishing network;
2. Conducting Public Relation Skills;
 - (A) Basic presentation and public relation skills;
 - (B) Utilizing local PR schemes (Radio, Newspaper)

Prevention:

1. Identifying risky students and families;
 - (A) Collecting information of families with serious problems (abuse, neglect, divorce, alcohol/drug abuse, criminal culture, et al.);
 - ① Through health services (health check-ups at hospitals et al.);
 - ② Through community networks (communication with community leaders);
 - (B) Collecting information of community school problems;
 - ① Participating school activities (ex. crime prevention classes)
 - (C) Collecting information of high risk residential area (ex. Japan⇒large size public apartments compound);
2. Deal with risky families and children;
 - (A) Early intervention through teaching parenting, basic child rearing, hygiene, nutrition, et al.;
 - (B) Providing safe and sound living environments in the community;
 - (C) Parenting ⇒ enlightening general public to prevent abuse, enhance healthy

relationship (ex. attachments) and prevent delinquency

【Care and Protection of Children in Investigation stage】

Arrest, Apprehend or Protect:

1. Legal/formal;
 - (A) Laws and Procedure laws for juvenile justice/treatment/welfare are scattered – develop a benchmark or a searching system for CCPOs to show proper laws and regulations
 - (B) Due process of the law (necessary conditions to request the warrant and proper procedure to request warrant -Criminal Procedure Code);
 - (C) Proper way to write a charge sheet (to avoid mistakes or intentional power abuses);
 - (D) Proper procedure and methods of arrest (time, getting permission/warrant, no use of violent measures, etc.);
 - (E) Detention (decision making) procedure (necessary conditions to detain children, protection of human rights- privacy, different treatment/accommodation from adults, et al.);
 - (F) Bail procedure;
2. Mental/physical care;
 - (A) Mental care for anxiety, depression, fear, et al.;
 - (B) Dealing with trauma – arrest or detention in police cells are traumatic events for children
 - (C) lies, aggression and other disobedient attitude/behaviour;
 - (D) Guidance and orientation for further juvenile justice procedures;
 - (E) Providing medical care – check-ups, treatments

Detention:

1. Living condition (International / Kenyan Standards);
 - (A) Separation from adults (both in detention facilities and in escorting cars);
 - (B) Healthy and hygienic living place, bedding, foods, et al.;
 - (C) Proper and calm language/expression while providing instruction or conducting investigation;
 - (D) Need to increase the numbers of child protection unite and the children desk in police stations
2. Proper procedure;
 - (A) Understanding the UN and other international human rights treaties concerning detention periods (⇒detention should be the last resort);
 - (B) Proper procedures to make decision to detain children in the police custody (decision making organization, term, procedure of the extension of terms, et al.);

Diversions:

1. Diversion must be considered before arresting children
2. As a principle, children should not be placed in police cells/ It is better that child cases are treated outside the justice procedure;
3. With a little suggestion, consultation or guidance, family may recover from critical or problematic situations, and accept children in a proper way;
4. Assessment and decision making;
 - (A) Victim care – making significant of feeling, concern or anxiety of victims
 - (B) Level of delinquency/criminal density/tendency of children:
 - ① Delinquency/crime history;
 - ② Antisocial associates;
 - ③ Attitudes toward criminal conducts;
 - (C) Family ⇒ family consent, family conditions and living environments, ex. family conflict/dispute
 - (D) Community support resources
 - (E) Providing proper monitoring/supervision after the diversion
 - (F) The procedure to mobilize stakeholders to decide diversions
5. Legal procedure of diversion
 - (A) Laws and regulations stipulate alternative to detention ⇒ Currently no regulation directly stipulate diversion methods. CCPOs need to utilize alternative measures to divert children from justice procedures
 - (B) Understanding basic procedure stipulated in the laws and standards;
 - (C) Standardized assessment measures (including victims' feeling, readiness among family members, remorse feeling of children, et al.);
 - (D) Information of resource persons in the area of legal supports (Regional attorneys' associations, CPU, DCO, CCI, et al.)
6. Alternative treatment methods to incarcerations;
 - (A) Methods to prevent recidivism (solution for family conflicts, stabilising school/vocational life);
 - (B) Provide the condition of diversion / provide the warning;
 - (C) Day care programmes for changing behaviour patterns and attitudes toward antisocial activities;
 - (D) Regular monitoring/supervision, ad-hoc visits;
7. Parent care (psychological, financial, or resource mapping);
 - (A) Psychological cares;
 - (B) Financial supports;
 - (C) Community resource mapping (utilize and mobilize AAC, LAC, CBO or Faith Based Organization)

Case management:

1. Ethics and responsibility of CCPO (Code of ethics⇒ex. probation officer code of ethics by Kenya National Association of Probation Officers, economic crime and corruption-integrity, code of ethics in social worker);
 - (A) Responsibility and ownership of cases;
 - (B) Through care – conducting thorough assessment and re-assessment, follow up the progress of children and family environment, sharing the information among treatment organizations, sharing assessment tools in order to share the common base information
 - (C) Information at entry stage is important – need more various and deep information at this stage
 - (D) Confidentiality and exception of confidentiality;
 - (E) Quality assurance;
 - (F) Improve professional skills and knowledge;
 - (G) Provide chances for children express their opinion and apply these in their treatment plans with careful consideration of their mental maturity
2. Case understanding;
 - (A) Identifying root causes of child miss-behaviour / family problems;
 - ① Family background, parent-child relationship;
 - ② Personality, behaviour pattern, attitude;
 - ③ Peer relationship, et al.;
 - (B) Various information sources – keep the channel of communication;
 - (C) Interview skills (structured interview methods);
 - (D) Observation skills (standardized observation inventory);
 - (E) Interpretation of the results of interview/observation;
3. Information management;
 - (A) Standardized information collection methods;
 - (B) Interpretation/analysis of collected information;
 - (C) Sorting out, classifying, categorizing information;
 - (D) Filing;
 - (E) Sharing information with other stakeholders;
4. Report writing;
 - (A) Law and regulation;
 - (B) Solid contents (root causes (ex. distorted behaviours/attitudes) which could be changes, aptitudes and abilities to respond treatments, et al.);

[Care and Protection of Children in Remand stage]

Treatment:

1. Group/individual counselling & guidance;
 - (A) Orientation – Through learning and recognising juvenile justice procedures, children can foresee further events and reduce their anxiety level;
 - (B) Mental/emotional care – how to cope with upset and fearful moment;
 - (C) Safe and peaceful living environment – to create accepting atmosphere for newly admitted children, to create safe and sound environment for every child;
 - (D) Help children to think deeply about themselves – personality, behaviour patterns, cognitive distortion, family problems, root causes why they commit mal-behaviours, future plans how to recover from this worst condition and to reintegrate into the community;
 - (E) Pay attention to each individual with respect – remember his/her name, observe him/her carefully, notice his/her emotional/mood changes, et al.;
2. Health and hygiene;
 - (A) Proper living condition, food, clothes, bedding, et al.;
 - (B) Medical check-ups;
 - (C) Medical/dental care and treatment;
 - (D) Proper physical exercise programmes;
3. School education;
 - (A) Prepare self-study workbooks;
 - (B) Teaching basic subject – English, mathematics, et al.;
4. Religious services/guidance;
5. Developments of talents/abilities of children –understanding aptitudes of children and provide opportunity to brush up/develop these through various support channels;

Case management:

1. Legal/legitimate procedure;
 - (A) Remand term;
 - (B) Legal support – professional support mainly focusing on diversion or alternative to custodial treatments;
 - (C) Knowledge of related laws and regulation – CA 2001, Civil Procedure Code, Criminal Procedure Code, Probation Act, Labour Law, Marriage and Divorce Act, Public Health Act, Local Government Authority Act, et al.;
 - (D) Responsibility/jurisdiction in the court procedure
2. Management of liaison activity (court, probation, police, family, community, et al.);
 - (A) Share and exchange information on root causes among stakeholders;
 - (B) Exploiting the way of diversion;

- (C) Community resource mobilization for parent tracing (CA SS54-2) and environment adjustments,
- 3. Exit and re-integration programmes;
 - (A) Family tracing;
 - (B) Family guidance;
 - (C) Community resource mapping
- 4. Information management and report writing
 - (A) Observation skills – sensitivity toward distorted behaviour patterns, et al.;
 - (B) Interview skills – find out distorted personality and attitude;
 - (C) Interpretation or assessment skills – integrate and analyse useful information, decision making;
 - (D) Report writing;
 - (E) Report presentation;
 - (F) Filing

Court room procedure:

- 1. Principle:
 - (A) Magistrate should introduce inquisitorial procedure in the child court, not the adversarial procedure)
 - (B) Children should be provided the opportunities to express their opinion
 - (C) Magistrates communicate effectively with children
- 2. Presentation;
 - (A) Proper language;
 - (B) Proper clothes;
 - (C) Proper court manner
- 3. Basic knowledge of law and regulation on justice procedures

【Care and Protection of Children in Rehabilitation stage】

Treatment:

1. Onset of treatments in Rehabilitation School;
 - (A) Establishing trusting relation/rapport;
 - (B) Peer education and peer support are important;
 - (C) Basic knowledge and skills to cope with crises;
 - ① Non-violent crises intervention;
 - ② Negotiating skills
 - (D) Dealing with indiscipline activities such as sodomy, bullying, stealing, fighting;
 - (E) Basic knowledge and skills to control officers' emotion when facing defiant and oppositional attitudes;
 - ① Relaxations;
 - ② Not making hasty decisions;
 - (F) Atmosphere and environment adjustment/orientation;
 - (G) Supervision of children
2. ITP;
 - (A) To meet the needs of each individual;
 - (B) To enhance the talents of children (study, arts, music, sports, etc.);
 - (C) To overcome problems;
 - (D) Observation and interview skills to find out criminogenic needs are indispensable;
 - (E) Comprehensive treatment plans including community treatments are necessary;
3. Rehabilitation programme targeting criminogenic needs; basic CBT (anger management, drug rehabilitation);
 - (A) Thinking training – reduce the tendency of impulsivity-acting without thinking, foreseeing the results of behaviour, thinking deeply, modifying biased thoughts,
 - (B) Anger management;
 - (C) Coping with impulsive cognitive/behaviour tendencies;
 - (D) Drug rehabilitation programme – relapse prevention programme;
 - (E) Social Skills Training;
4. Creating peace and safe community;
 - (A) Enhancement of peer support system;
 - (B) Group control – sensitiveness toward instability of emotion, critical peer relation, bullying, victimization et al.;
5. School education;
 - (A) Placement – assessing intellectual ability and placing proper classes;
 - (B) Teaching methods – try to gain attention of students whose motivation to study is low;
 - (C) Providing various activities, such as art, music or sports, through community

- resources –ex. instructors or counsellors from universities;
6. Vocational training;
 - (A) Plan and design practical and useful training programmes for children;
 - (B) Liaison to organize programmes;
 7. Emergency intervention skills (fight, emotional instability, escape, self-harm, suicide);
 - (A) Control fights, bullying, and other troubles among students;
 - (B) Prevent escape, self-harm, suicide and other significant incidents;
 - ① Observation skills to recognition of problems among children;
 - ② Coping skills to deal with suicidal attempts/thoughts;
 - ③ Coping skills to deal with riot (attempt), escape (attempt), or other serious violation;
 8. Health and hygiene;
 - (A) Provide proper living condition, food, clothes, bedding;
 - (B) Periodical medical check-ups;
 - (C) Medical, mental and dental treatments;
 - (D) Periodical exercise and recreational activities;
 - (E) Health education for male and female students (including sexually transmitted diseases);
 - (F) Care for expectant mothers and infants/children with mothers
 9. Parent – child relationship;
 - (A) Periodical progress reports to DCO and PO to enhance parent –child relationship;
 - (B) Plan open school and invite parents;
 - (C) Actively provide guidance to parents (need to have basic parenting knowledge);
 - (D) Recognize that making contact and communicating with parents are significant for successful rehabilitation and re-integration;
 10. Re-integration planning and procedure;
 - (A) Direct interaction between institutions and district offices;
 - (B) Re-integration covers aftercare;
 - (C) Basic principles in reintegration;
 - (D) Planning Family Tracing/Environmental Adjustment;
 - (E) Re-building child-family relationship- interviewing key family members;
 - (F) Family reintegration: family conferencing and community involvement;
 - (G) Roles and responsibilities of Institutions and Field Services: casework protocol for reintegration;

Case management:

1. Legal/legitimate procedure (period, release procedure, et al.);
 - (A) Proper scheduling (orientation period/rehabilitation period/release preparation)
 - (B) Environment adjustment report – it is difficult to return student to the right place without proper EAR;
 - (C) Need to establish the firm system of exchanging information between officers in institution and those in the community (DCO, PO) through the periodical progressive report and the EAR-What are the challenges? How to overcome?
2. Community environment adjustment;
 - (A) Tracing measures;
 - (B) Cooperation with the community net-work;
 - (C) Adjustment of environment and family readiness;
 - (D) Community involvement in environmental adjustment;

Aftercare:

1. Parent guidance;
 - (A) Coping with the child's difficult behaviour;
 - (B) Accommodating the child and needed changes in the family system;
 - (C) Getting support from the community and service providers;
 - (D) Encouraging child's opinion based on child's age and mental maturity;
 - (E) Providing supervision of parenting;
2. Supervision of children
 - (A) Role of DCO office and AACs in after care
 - (B) Monitoring methods
 - ① Periodical / ad-hoc visits to the homes of children
 - ② Periodical interviews with children/parents- dealing with the anxiety, fear, stress or pressure of children
 - ③ Stakeholders' engagement: school teacher, church/pastor, neighbour...;
 - ④ Confrontation/intervention methods against breaches of conditions
 - Family conference follow-up to address emerging needs
 - DCO and Chief engagement
 - Legal action

【Professional Area to Cover】

Psychology:

1. Social learning theory/psychology of criminal conducts;
2. Psycho-therapy;
 - (A) Counselling (Group, Family, Individual);
 - (B) CBT;
 - (C) Therapeutic Community;
3. Crises Intervention;
4. Assessment technique risk-need assessment (conducting tests and analysing results)
 - (A) Structured interview schedules;
 - (B) Personality Test;
 - (C) Observation Test;
 - (D) Intellectual/aptitude Test;
 - (E) Attitude Test;
 - (F) Risk-Needs Assessment;

Medical care:

1. Psychiatry (basic);
 - (A) Basic knowledge of diagnosis (DSM-IV) – including personality disorders, conduct disorders, developmental disorders;
 - (B) Basic knowledge of treatments;
 - (C) Information of organizations to refer cases – proper place to conduct treatments
2. Prevention and treatment of deceases and injuries (basic);

Law:

1. national law (ex. CA 2001, Probation Act, Police Act, Education Act, Penal Court Procedure Act, et al.) and subordinating rules and regulations;
 - (A) The Children Act 2001;
 - (B) The Children Law Amendment Bill 2007;
 - (C) The Criminal Procedure Code;
 - (D) The Probation of Offenders Act;
 - (E) The Prison Act;
 - (F) The Borstal Institutions Act;
 - (G) The Police Act;
 - (H) The Sex Offences Act;
 - (I) (name unclear⇒ Act for controlling substance abuse)
2. International treaties (ex. UNCRC, Beijing Rules, Riyadh Guidelines, et al.) and subordinating rules and regulations;
 - (A) The UN Convention on the Rights of the Child (UNCRC);
 - (B) The African Charter on the Rights and Welfare of the Child (ACRWC);

- (C) The UN Standard Minimum Rules for the Administration of Juvenile Justice (The Beijing Rules) 1985;
- (D) The UN Guidelines for the Prevention of Juvenile Delinquency (Riyadh Guidelines) 1990;
- (E) The UN Rules for the Protection of Juveniles Deprived of Their Liberty, 1990

Annex-11

The CCPO Service delivery Indicators in JJAs

Children Services	Emerging issues	Key capacity targets	Output Indicators	Outcome Indicators
1	Low awareness of policies international instruments, the Children Act and application of rights	-Training of officers on the legal instruments -Training of officers on the National Standards for the legal instruments	-Number of trained officers -Number of copies of the National Standard distributed	Increased number of officers who recorded familiarity with the number of International and National Legal instruments related to children
2	The inspection for quality service is not enough	Implementation of appropriate inspection laid down in the National Standard for the Children Services	-Number of inspections carried out at county and sub-county levels -Number of mentors visit to provide technical advice to the services by Children Officers	Increased number of changes in gaps in service delivery through the inspections
3	Inadequate treatment and care plans and services to carry out rehabilitation of children	Formulation and implementation of ITP/ICP	Number of cases having ITP/ICP formulated and implemented	-Reduced number of children re-offending -Reduced number of children found in difficult circumstance/mishandles after treatment
4	Poor Child welfare in the institutions	Regulations in statutory institutions are met in the National Standard for the Children Services	Basic needs and welfare for children are provided in the institutions	Number of complaints by children about the poor living condition, poor sanitary facilities, unbalanced diet, mistreated, corporal punishment, excessive child labour, poor interpersonal relationship between children and staffs, and the lack of adequate counselling, in the statutory institutions
5	Poor post institutional supervision	Appropriate release and implementation of post institutional supervision plans	Number of children supervised in the community after being released from statutory institutions	Increased number of children who are reintegrated in the communities and families
6	Low awareness of	-Instituting a peer based M & E	-Number of M&E materials on	Increased number of officers who recorded

	policies and application of children's rights	tool on children's right within the children in the institutions -Creating awareness on the rights of children to the staffs/officers -Formation of child rights club -Developing monitoring tool on violation of children's rights	children rights developed -Number of Children's right Monitoring implemented -Number of clubs formed -Number of tools developed -Number of M&E reports	familiarity with the number of policies related to children rights. -Number of Children who are aware of their own rights
7	Inadequate rehabilitation programs in the community supervision and institutional treatment	Introduction of relevant programmes for rehabilitation needs for community supervision as well as institution	Number Of programs introduced and implemented	Number of children who have undergone through the introduced rehabilitation programme in the field offices as well as statutory institutions
8	Violation of children's rights at the level of community	Creating awareness on child's rights violation and parenting	Number of awareness creation activities on Child Rights and parenting in the communities	Reduction in the number of cases reported
9	Inadequate crime prevention campaigns	Creating crime prevention campaigns in the community	Number of crime prevention campaigns conducted	Reduced number of crimes and child mishandle cases in the communities
10	Inadequate number of Child Protection Centres	Establishing more Child Protection Centres and Rescue Centres	Number of Child Protection Centres and Rescue Centres established	-Increased number of children who receive care and protection in Child Protection Centres -Reduced number of children committed in inappropriate custodies
11	Inadequate number of children's office and VCOs	-Opening new offices -Recruiting VCOs	-Number of offices opened and operationalized. -Number of VCOs newly registered and assisting COs	Increased number of quality services delivered/cases handled in remote areas which did not receive any service form Children Services before
12	Inadequate number of active AACs	Launch and operationalize more AACs	Number of active AACs launched and operationalized	Increased number of children cases handled by multi agencies, i.e. JJAs and other relevant stakeholders
13	Many OVCs yet to access the OVC – CT Funds	Scale up the OVC to more area	Number. of newly targeted places to assist OVCs	Increased number of children/families who receive services of OVC-CT

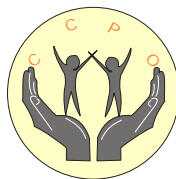
14	Inadequate supervision of OVCs under the OVC-CT Programme	More active M&E for OVC-CT Programme is implemented	Number of M&E report on OVC-CT Programme	Increased number of foster families who receive continuous monitoring and necessary services by COs
15	Poor networking with other children actors	Create Child Protection Teams at community levels	Number of Child Protection Teams created	Increased number of cases handled by Child Protection Teams which is composed of local stakeholders in child sectors
16	Poor attitude among staffs/officers especially lack of cooperative attitude and individualism in field offices and statutory institutions	Carrying out team building activities	Number of team building activities carried within the offices and institutions	Reduced number and content of complaints by children about miscommunications/ ineffective information sharing among staffs/officers

Judiciary	Emerging issues	Key capacity targets	Output Indicators	Outcome Indicators
1	Isolation from other actors in the sector/ poor networking with other stakeholders	Forming Child Protection Team	-Number of active Child Protection Teams in place. -Number of children magistrates who initiate and lead Child Protection Team	Increased number of cases handled by Child Protection Teams which is composed of local stakeholders in child sectors
2	Little demonstration of methods suitable to working with children	Implementing training programs on children to the magistrates	Number of trained magistrates on the programme	Reduced number and content of complaints by children about service provision by Judiciary
3	Low utilization of trained capacities	Establishing M & E systems for implementing the knowledge and skills trained to the magistrates	M & E systems for the service delivered by the magistrates in place	-Reduced number and content of complaints by children about service provision by Judiciary -Reduced number of the magistrates trained who are mainly working for other cases apart from children
4	Inadequate child protection within court premises	-Establishing child friendly spaces within the courts -Establishing separate courts/cells for the children	-Number of child friendly space -Number of separate courts and cells for children	Reduced number and content of complaints by children about inadequate child protection within court premises
5	Harshness to children by some magistrates	-Sensitisation or training of magistrates -Developing clear criteria for selection of children magistrates	-Number of sensitisation conducted -Clear criteria's identified for selection of children magistrates	Reduced number and content of complaints by children about harshness to them by the magistrates
6	Poor supervision after committals	Sensitisation of children magistrates on committal and supervision	Number of supervised cases	Increased number of cases which can be successfully completed within all through-care processes with the proper supervision by the court

Police	Emerging issues	Key capacity targets	Output Indicators	Outcome Indicators
1	Some mishandle of children under police custodies	-Capacity building of police officers -Provision of cash bail/free bails -Monitoring and supervision	-Number of officers trained in the CCPO -Number of cash bails/free bails issued -Number of cases diverted to other relevant agencies. -Number of committal orders children to remand homes/CCIs	Reduced number and content of complaints by children about mishandle under police custodies
2	Mishandle of children by adults in police	-Separation of children from adult cells -Custody of children in CPU	-Reduced number of children who are detained with adult. -Increased number of cases recorded in CPU registers	Reduced number and content of complaints by children about mishandle by adults in police
3	Unfriendly emotional environment for children	-Capacity building of police officers -Conducting friendly child interviews & source referrals by officers in charge (OCS) and officers in charge of desks/CPU	-Number of officers trained in the CCPO Training - Number of proper referral cases -Number of properly conducted interviews	Reduced number and content of complaints by children about attitude of police officers
4	Limited capacities to understand children's needs and give appropriate support	Capacity building of police officers for understanding children's needs and giving appropriate support	-Number of officers trained in the CCPO Training	Increased number of Positive feedback through Baraza/suggestion boxes -Reduced number and content of complaints by children about attitude of police officers

Probation	Emerging issues	Key capacity targets	Output Indicators	Outcome Indicators
1	Report writing	-Induction of all officers in Conducting social inquiries -Sensitization of officers on submission of timely reports -Training of officers on Preparation of reports for Courts and Penal Institution	-Increased number of reports submitted without delay. -Increased number of quality reports submitted	-Reduced number of offenders committed to custodial orders. -Increased number of quick disposals of children cases by timely submission of report by probation officers
2	Poor attitude among staffs/officers especially lack of cooperative attitude and individualism in the offices	Carrying out team building activities	Number of team building activities carried within the offices to share good practices	Reduced number and content of complaints by children about miscommunications/ ineffective information sharing among staffs/officers
3	Low awareness of child rights and poor application of the rights approach	-Awareness creation/ sensitization of officers on the relevant policies and child rights	-Numbers of officers sensitized on child rights -Number of awareness creation activities conducted	-Increased number of officers who recorded familiarity with the number of legal instruments and policy documents related child rights -Reduced number and content of complaints by children about service provision by probation department
4	Mishandle of children within institutions, i.e. Probation Hostels	-Capacity building of staff and stakeholders -Awareness creation and training on child rights -Establishment of reporting system of child mishandling cases within institutions	-Number of officers trained on child rights -Number of awareness creation trainings held -Reporting system established	-Reduced number and content of complaints by children about mishandle within institutions of probation department -Reduced number of reports made on mishandle of child rights -Increased number of action taken based on reports on child mishandling
5	Limited contact with children under supervision in the community	Development of standard guidelines on supervision of children in the communities	-Number of contacts made by the officers with children under their supervision -Standard guidelines on supervision of children in place	-Increased number of children successfully completing their supervision orders -Increased number of officers applying supervision guidelines for children cases

Prisons	Emerging issues	Key capacity targets	Output Indicators	Outcome Indicators
1	Low awareness of policies, children's rights and poor application of rights approach	Organizing awareness and sensitization training for officers working in with the youth	Number of officers trained	-Increased number of officers who recorded familiarity with the number of legal instruments and policies related to children's rights -Reduced number and content of complaints by children about mishandle within institutions of Prisons
2	Prolonged stay after committal orders	Organizing awareness and sensitization training for officers working in with the youth to reduce the prolonged stay	Number of officers trained	Reduced number of prolonged stay cases
3	Poor infrastructure of the institutions	- Writing letter to the responsible offices at Prisons headquarters for provisions - Awareness raising activities to attract other stakeholders support	-Copies of letters and correspondences done -Number of action taken to develop facilities -Number of awareness raising activities on the matter	Increased number and quality of developed infrastructures
4	Low utilization of trained capacities	Engaging trained officers in the rehabilitation programmes	- Number of officers with relevant skills utilized - Number of ITP generated by trained officers engaging in rehabilitation programme - Number of progress reports generated by trained officers engaging in rehabilitation programme	-Increased number of children who can complete rehabilitation programme successfully -Reduced number of children reoffending/recommitted to the institution
5	Poor attitude of prisons officers to children	-Capacity building of prison officers -Conducting friendly child interviews	-Number of officers trained in the CCPO Training -Number of properly conducted interviews	Reduced number and content of complaints by children about attitude of prisons officers
6	Poor Networking with other stakeholders	-Organizing meeting with other JJAs - Visiting other JJAs -Communication through writing letters	-Minutes of meetings held with other JJAs -Copies of correspondence	Increased number of cases handled by locally established team (CPTs) composed of local stakeholders in child sectors together with the involvement of prisons officers



CURRICULUM AND GUIDELINE

FOR

CHILD CARE AND PROTECTION OFFICERS (CCPOS) TRAINING

THE GOVERNMENT OF KENYA

&

JAPAN INTERNATIONAL CO-OPERATION AGENCY

April, 2013

1.0 Introduction

This course is intended to equip Child Care and Protection Officers (CCPOs) in the Juvenile Justice System (JJS) with the requisite knowledge, skills and attitudes to continuously improve their ability to meet expectations of high quality, competitiveness and on-time service delivery. The cornerstone of this program is the practical applicability of the acquired knowledge, skills and attitudes to their respective work places in Juvenile Justice Agencies (JJAs).

1.1 Preamble

Child Care and Protection Officers (CCPOs) are involved in ensuring effectiveness and efficiency of service delivery within the Juvenile Justice System. In a rapidly changing work environment where there is increased public expectation of efficient services, these officers are required to provide effective leadership in the delivery of services. The capacity building project for Child Care and Protection Officers (CCPOs) in Juvenile Justice System is therefore intended to develop the capacity of these officers to embrace continuous improvement strategies at the workplace.

1.2 Target Group

The course is intended for Child Care and Protection Officers (CCPOs) in Juvenile Justice System, i.e. Police, Probation, Children, Prison officers and Magistrates gazetted as Children Magistrates.

1.3 Entry Requirements

Child Care and Protection Officers (CCPOs) who has served for a period of less than three (3) years are eligible for Probation and Children Officers. In the Judiciary, gazetted children magistrates and other magistrates who are mandated to handle children cases in other courts are eligible. CCPO Trainees from police should be officers who are attached to Child Protection Units (CPU) or Gender and Children Desks in the police stations.

Kenya Prisons Service will select trainees from prisons institutions that work with children/Youth namely; Borstal Institution (Shikusa BI and Shimo la Tewa BI), Youth Corrective Training Centre and Women's Prisons for female prisoners accompanying

children. It is important to note that the admission into the programme will be done through nomination by the specific Juvenile Justice Agencies (JJAs).

2.0 Program Details

2.1 General Training Objective

The CCPO general training objective is to enhance the CCPOs' ability to deal with all issues arising from their involvement in Child Care and Protection at their workplace, and consequently enhance the quality of service delivery to the public. In addition, participants will be equipped with skills and competencies to implement practical solutions to challenges they face daily at their workplaces.

2.2 Organisation of the Programme

The course is based on five thematic areas, namely:

- Thematic area 1 Juvenile Justice Procedure
- Thematic area 2 Case management
- Thematic area 3 Rehabilitation/Treatment
- Thematic area 4 Support Networking
- Thematic area 5 Ethics, responsibility and quality assurance

These thematic areas are divided into Modules. These are Modules I, II and III

2.3 The Modules

MODULE I – Procedures in Juvenile Justice System

Module I deals with primary issues such as the features of Juvenile Justice System, roles of each Juvenile Justice Agencies, General Principles in handling children cases, International and National Legal provisions, procedure in handling cases at all stages of JJS which all Child Care and Protection Officers shall go through to obtain basic knowledge for their works. Module I also introduces the concept of support networks for CCPOs.

Module I contains the following units

1. INTRODUCTION TO JUVENILE JUSTICE SYSTEM IN KENYA
2. THE GENERAL PRINCIPLES RELATING TO JUVENILE JUSTICE AND
3. INTERNATIONAL LEGAL INSTRUMENTS
4. THE NATIONAL LEGAL INSTRUMENTS RELATING TO JUVENILE JUSTICE SYSTEM
5. PROCEDURES IN HANDLING CHILDREN IN NEED OF CARE AND PROTECTION
6. PROCEDURES IN HANDLING CHILDREN IN CONFLICT WITH LAW
7. PROCEDURES IN ADOPTION, GUARDIANSHIP, AND FOSTER CARE
8. INTRODUCTION TO REHABILITATION
9. REGULATION IN THE STATUTORY INSTITUTIONS
10. PROCEDURE OF COMMUNITY SUPERVISION
11. PROCEDURE OF RE-INTEGRATION
12. SUPPORT NETWORKING FOR CCPOS

MODULE II- Skills in Case Management in Juvenile Justice System

Module II aims to equip CCPOs with the various skills and techniques which are very fundamental and effective in handling cases of children. Various units are covered in the module II, ranging from assessment to record management.

Module II contains the following units

1. INTRODUCTION TO CASE MANAGEMENT
2. THEORIES OF JUVENILE BEHAVIOUR
3. ASSESSMENT IN THE JUVENILE JUSTICE SYSTEM
4. INDIVIDUAL TREATMENT PLAN (ITP)/INDIVIDUAL CARE PLAN (ICP)
5. GUIDANCE IN THE JUVENILE JUSTICE AGENCIES
6. COUNSELLING IN THE JUVENILE JUSTICE AGENCIES
7. SKILLS AND TECHNIQUES IN CASE MANAGEMENT
8. REPORT WRITING IN THE JUVENILE JUSTICE AGENCIES
9. RECORD MANAGEMENT IN THE JUVENILE JUSTICE ADMINISTRATION

MODULE III- Treatment Issues & CCPOs Quality Service Delivery

Module III explores more advanced topics of treatment of the child and emerging issues for the child in JJS. It also provides some knowledge for self-care as well as Monitoring and Evaluation System for the betterment of service delivery.

It is the last module which has a field trip geared to assist CCPOs. Trainees are to observe the practices in the field offices or institutions in relation to the learnt theories in the residential training course.

The CCPO trainees, especially from Probation, Prisons, or DCS may be assigned to bring their actual written reports to the module III training, so that they can discuss and trainers can give trainees feedbacks on their reports or ITP/ICP in a practical way during this module. The types of report are Social Inquiry Report, Environmental Adjustment Report (Final Family Report), or Progress Report in the institutions.

Module III contains the following units

1. TREATMENT ISSUES IN JJS—SUBSTANCE ABUSE
2. TREATMENT ISSUES IN JJS—TRAUMA AND CHILD SEXUAL ABUSE
3. TREATMENT ISSUES IN JJS—TREATMENT OF JUVENILE SEX OFFENDERS
4. TREATMENT ISSUES IN JJS—HIV AND AIDS, AND CHILDREN
5. TREATMENT ISSUES IN JJS—PARENTING
6. TREATMENT ISSUES IN JJS—POSITIVE APPROACHES TO DISCIPLINE AS ALTERNATIVES TO PHYSICAL AND HUMILIATING PUNISHMENT
7. CHILDREN WITH SPECIAL NEEDS IN JUVENILE JUSTICE SYSTEM
8. STAFF SELF-CARE AND SELF-MANAGEMENT
9. CHILD CARE AND PROTECTION OFFICERS ETHICS
10. INTRODUCTION TO MONITORING AND EVALUATION

Extra Curriculum

1. Field visit to five JJAs Offices
2. Practice of Report writing/ITP-ICP Formulation with actual cases

2.4 Program Content:

MODULE I : PROCEDURES IN JUVENILE JUSTICE SYSTEM	
UNIT 1	Introduction to Juvenile Justice System (4 hours)
Unit Objectives	By the end of this unit participants should be able to: a. Outline the historical background of the Juvenile Justice System. b. Describe the key concepts relating to Juvenile Justice System and the key features of the system and governmental agencies. c. Describe the roles of Kenyan Juvenile Justice Agencies.
Topics	<ul style="list-style-type: none"> • Introduction • The Juvenile Justice System • Rationale for to the Juvenile Justice system training • Models of the Juvenile Justice System • International trends in Juvenile Justice • Juvenile Justice System in Kenya • Juvenile Justice Agencies (JJAs) in Kenya
UNIT 2	The General principles relating to Juvenile Justice and International Legal Instruments (6 hours)
Unit objectives	By the end of this unit the participant should be able to: a. Discuss the international JJS instruments. b. Analyze the principles underlying the JJS. c. Apply the International Juvenile Justice instruments in relation to children in Kenya. d. Discuss the challenges relating to application of the concepts of the JJS, rights and principles in their places of work.
Topics	<ul style="list-style-type: none"> • General principles in handling children within the JJS • International instruments and special child care and protection measures for children
UNIT 3	The National Instruments relating to Juvenile Justice

	(4 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:</p> <ol style="list-style-type: none"> Discuss the National JJS Legal Instruments. Analyses the principles underlying the JJS in The National Legal Instruments. Apply the National Juvenile Justice system (JJS) Instruments in relation to children in Kenya. Identify the general principles as embedded in the Constitution, Children’s Act and other relevant Acts of Parliament related to the Juvenile Justice system. Discuss the challenges relating to application of the underlying concepts of the JJS, in The National Legal Instruments in each participant’s JJA or place of work.
Topics	<ul style="list-style-type: none"> • Domestic Laws Relating to Children’s Matters • Case Study
UNIT 4	Procedures in handling Children in Need of Care and Protection (6 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:</p> <ol style="list-style-type: none"> Identify a child in need of care and protection. Identify the general principles applicable in handling children in need of care and protection. Apply the correct procedures in child apprehension/rescue. Describe the different modes of determining a CNCP. Apply different placement options available for the child. Describe the role of each JJA in the care and protection of the child. Identify different categories of child victims. Apply various protection measures outlined in the Children and the Sexual Offences Act.
Topics	<ul style="list-style-type: none"> • Definition of Children in Need of Care and Protection • Apprehension or Rescue • Procedures of handling Children in Need of Care and Protection • Placement options • The role of the Juvenile Justice Agencies in handling Children In Need of Care and Protection

	<ul style="list-style-type: none"> • Children victims • Case laws • Case Study • Role Play
UNIT 5	Procedures in handling children in conflict with law (6 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:-</p> <ol style="list-style-type: none"> a. Apply the procedures of handling a child in conflict with the law in relation to arrest, reception, detention, investigation, pre-trial, trial findings, execution of orders/sentences, and post-trial. b. Explain the concept of diversion. c. Explain levels of diversion. d. Identify categories of children who qualify for diversion. e. Apply the concept of diversion.
Topics	<ul style="list-style-type: none"> • Definition of children in conflict with the law • Procedures of handling a child in conflict with the law • Case Laws • Diversion
UNIT 6	Procedures in adoption, guardianship, and foster care (4 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:-</p> <ol style="list-style-type: none"> a. Define adoption, guardianship and foster care. b. Apply the provisions of the law to each of the child care arrangement above. c. Outline the qualifications required of adoptive parents. d. Explain how to identify a child who qualifies for adoption. e. Apply the correct procedures when dealing with adoption, guardianship and foster care issues in the JJA. f. Identify the roles of the JJAs involved.
Topics	<ul style="list-style-type: none"> • Introduction to Adoption, Guardianship and Foster Care

	<ul style="list-style-type: none"> • Main Steps in an Adoption • Adoption Committee • Adoption Societies • Inter-Country Adoption • Foster Care • Guardianship
UNIT 7	Introduction to Rehabilitation (4 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:</p> <ol style="list-style-type: none"> a. Define the term rehabilitation. b. Explain rehabilitation for Children in Conflict with the law. c. Describe the principles of RNR Model. d. Explore the levels of rehabilitation. e. Describe the treatment process from the stage of admission to the exit. f. Explain the consideration to be taken by CCPOs for each stage of treatment process. g. Explain the treatment for child in conflict with the law (CIL) at the level of communities. h. Explain treatment of Children in Need of Care and Protection in institutions and community level. i. Describe the different types of child abuse.
Topics	<ul style="list-style-type: none"> • Definition of Rehabilitation for Children • RNR Model for Rehabilitation for Children in conflict with the law • Rehabilitation at the institutional level for CIL • The concept of reintegration, resettlement, through-care, and post-institutional Supervision • Rehabilitation in the community for CIL • Rehabilitation of Children in Need of Care and Protection (CNCP)
UNIT 8	Regulations in the Statutory Institutions (2 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:</p> <ol style="list-style-type: none"> a. Describe regulations that guide CCPOs in Statutory.

	<p>b. Identify institutions in Juvenile Justice System (JJA's).</p> <p>c. Explain the process of orientation on admission.</p> <p>d. Apply basic management skills in scenarios of risk, emergency, and disaster within statutory institutions.</p>
Topics	<ul style="list-style-type: none"> • Introduction • Information at the time of Admission • Contact with outside of the institution • Supplies • Health and Hygiene • Reward, Disciplinary Sanctions and Grievance • Visit and Correspondence • Management of private property • Escape • Inspection • Physical Security of the child
UNIT 9	Procedure of Community Supervision (4 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:</p> <p>a. Explain the Procedure of supervision in the community under Children and Probation Departments.</p> <p>b. Describe the Principles and Purpose of Supervision.</p> <p>c. Identify the Subjects of Supervision and terms of Supervision.</p> <p>d. Discuss Methods of Supervision and Support.</p> <p>e. Analyse the levels for Community-based supervision and support.</p>
Topics	<ul style="list-style-type: none"> • Procedure of community supervision in the Children Department • Procedure of community supervision in Probation and Aftercare Service • Post Institutional Supervision
UNIT 10	Procedure of Re-integration (2 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:</p> <p>a. Define the term reintegration.</p> <p>b. Explain the general concept of reintegration.</p>

	<p>c. Identify the information required to facilitate reintegration.</p> <p>d. Describe the process of re-integration.</p>
Topics	<ul style="list-style-type: none"> • Definition of Reintegration • General Concept of Reintegration • General Information required to facilitate reintegration • Specific Process of Reintegration
UNIT 11	Support networking for CCPOs
	(8 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:</p> <ol style="list-style-type: none"> a. Explain the concept of networking in relation to JJAs in Kenya. b. Describe the characteristics of support networking. c. Explore good practices in networking for CCPOs. d. Discuss the factors influencing networking. e. Outline the role of non-state actors in support networking. f. Explain the basic concepts in developing and managing support networks. g. Share experiences of success stories in support networking. h. Outline the challenges faced by various actors in support networking. i. Make recommendations on how to improve networking within the Juvenile Justice stakeholders.
Topics	<ul style="list-style-type: none"> • Introduction to Support Networking • Factors influencing Networking • Partners in Support Networking in Kenya • Existing Network Forums in Kenya • Management of Support Network Systems • The role of CCPOs in linking up institutions and communities • Success stories in Support Networking • Case study • Challenges to Support Networking • Suggested Recommendations for Support Networking • Case Study (Multi-agency Child Protection)
MODULE II: SKILLS IN CASE MANAGEMENT IN JUVENILE JUSTICE SYSTEM	

UNIT 1	Introduction to case management (4 hours)
Unit objectives	By the end of this unit the participant should be able to: a. Define the concept of case management. b. Explain the importance of case management. c. Explain the categories of social work in respect to case management. d. Apply case management at different levels.
Topics	<ul style="list-style-type: none"> • The Concept of Case Management • The importance of Case Management • Categories of Social Work in Case Management • Case management levels • Case Study
UNIT 2	Theories of Juvenile behaviour (6 hours)
Unit objectives	By the end of this unit the participant should be able to: a. Explain the rationale of theory in Juvenile behaviour. b. Describe theories of Juvenile behaviour.
Topics	<ul style="list-style-type: none"> • Theories • Developmental approach by Erik Erickson • Humanistic psychology • Cognitive Behavioural Therapy • Psychodynamic approach • Social Control Theory • Case Study
UNIT 3	Assessment in the Juvenile Justice System (6 hours)
Unit Objectives	By the end of this unit the participant should be able to: a. Define the term assessment as used in the JJS. b. Explain the principles of assessment.

	<p>c. Explain the purpose of assessment.</p> <p>d. Discuss the tools of assessment in Kenya.</p> <p>e. Use the assessment tools to identify the areas of intervention.</p> <p>f. Describe the stages and intervals of assessments.</p> <p>g. Explain assessment to be done for Children in need of care and protection.</p>
Topics	<ul style="list-style-type: none"> • General Concept of assessment • Assessment of Children in Conflict with the law • Assessment for Children in Need of Care and Protection
UNIT 4	Individual Treatment Plan (ITP)/Individual Care Plan (ICP) (4 hours)
Unit objectives	<p>By the end of the unit the participant should be able to:</p> <p>a. Explain the concept of ITP/ICP.</p> <p>b. Describe steps in the Development of ITP/ICP.</p> <p>c. Apply ITP/ICP in case management.</p> <p>d. Discuss monitoring and evaluation of ITP/ICP.</p>
Topics	<ul style="list-style-type: none"> • Concept of ITP/ICP • The Individual Treatment Plan (ITP) • The Individual Care Plan (ICP) • Rationale/Importance of ITP/ICP • Steps in the Development of ITP/ICP • The Roles of Different Players • Monitoring and Evaluation of ITP/ICP • Practice of ITP/ICP Formulation
UNIT 5	Guidance in the Juvenile Justice Agencies (6 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:</p> <p>a. Define the term Guidance.</p> <p>b. Explain the differences between guidance and counselling.</p> <p>c. Describe the types of guidance.</p> <p>d. Apply types of guidance in the JJS.</p>

	e. Apply the principles of life skills in the rehabilitation process.
Topics	<ul style="list-style-type: none"> • Definition of guidance • Difference between guidance and counselling • Principles of guidance • Types of guidance and its application • Life Skills
UNIT 6	Counselling in the Juvenile Justice Agencies (6 hours)
Unit objectives	By the end of this unit the participant should be able to: <ol style="list-style-type: none"> a. Explain the meaning and process of counselling. b. Apply basic counselling skills in their work as CCPOs. c. Describe the signs & behaviours of a child in need of counselling. d. Identify the differences in communication between friends, child and counsellor. e. Apply the different categories of counselling skills in practical situations. f. Apply the three core conditions in their working relationships as CCPOs. g. Explore the effects of ethical issues in child counselling.
Topics	<ul style="list-style-type: none"> • Introduction to counselling • Meaning of counselling • Definition of Counselling • Problems that children present in counselling • Signs, symptom & behaviours of a child in need of counselling • Counselling as a relationship • The three core conditions in counselling relationships • Communication in counselling relationship • Basic Counselling Skills • Process of counselling • Ethical issues in child counselling
UNIT 7	Skills and techniques in Case management (10 hours)
Unit objectives	By the end of this unit the participant should be able to:

	<p>a. Describe the relevant skills /techniques in case management of each JJA.</p> <p>b. Demonstrate the basic factors of relevant skills/techniques in case management in their own JJA.</p>
Topics	<ul style="list-style-type: none"> • Some skills and techniques in case management • Communication skills • Interviews • Role Clarification • Use of role clarification skills • Pro-Social Modelling and Reinforcement • Problem solving • Relapse Prevention • Social Skills Training (SST) • Anger Management • Crisis Interventions
UNIT 8	Report writing in the Juvenile Justice Agencies (6 hours)
Unit objectives	<p>By the end of this unit and participant should be able to:</p> <p>a. Describe the characteristics of a good report.</p> <p>b. Explore the various types of reports within the JJS.</p> <p>c. Explain the preparation of different reports in the Juvenile justice administration.</p>
Topics	<ul style="list-style-type: none"> • Introduction to Report Writing • Why write a report • Who are consumers of reports? • Time frame • Report Contents • Report Format • Preparation in report writing • How can we write better reports • Key reports in the Juvenile Justice Administration
UNIT 9	Record Management in the Juvenile Justice Administration (4 hours)

Unit objectives	By the end of this unit the participant should be able to: a. Define records and record management. b. State the various purposes of record management. c. Discuss the importance of confidentiality as well as information sharing. d. Apply recommended filing system and record keeping at various levels.
Topics	<ul style="list-style-type: none"> • Records • Categories of records in Juvenile Justice Administration • Record management • The Purpose of Record Management • Disposal of Record • Confidentiality in record management • The recommended method of filing • Record Management in each JJA • Information sharing • Handling of documents in the Juvenile Justice System • Challenges in record management
MODULE III: TREATMENT ISSUES & CCPOs QUALITY SERVICE DELIVERY	
UNIT 1	Treatment Issues in JJS- Substance abuse (4 hours)
Unit objectives	By the end of this unit the participant should be able to: a. Define the term substance abuse. b. Explain the categories of abused substances. c. State why substance abuse is on the increase and it's causes signs and symptoms, effects and preventive mechanisms. d. Define the term drug addiction. e. Describe treatment of child offenders with drug addiction problems.
Topics	<ul style="list-style-type: none"> • Introduction • Definition of Substance Abuse • Categories of Substances Abused • Reasons Why Substance is on the Increase • Causes of Substance Abuse • Signs and Symptoms of Substance Abuse • Negative Effects of Substance Abuse

	<ul style="list-style-type: none"> • Noticeable Things among Regular Abuses and Addicts • Preventive Measures • Treatment of Child Offenders with Drug Addiction Problem • Case Study • Screening Test
UNIT 2	Treatment Issues in JJS- Trauma and Child Sexual Abuse (6 hours)
Unit objectives	<p>By the end of this unit the participant should be able to:</p> <ol style="list-style-type: none"> a. Define Trauma, and post-traumatic stress disorder. b. Identify the effects of trauma on children at various developmental stages. c. Discuss forms of child sexual abuse. d. Describe the dynamics of child sexual abuse. e. Apply trauma focused cognitive behavioural therapy with sexually abused children.
Topics	<ul style="list-style-type: none"> • Post-Traumatic Stress Disorder • Children’s reactions to trauma • Effects of trauma on parent- child relationship • The trauma of sexual abuse • Why children do not tell? • Case Study • Defining Child Sexual Abuse • Types of Abuse • Contextualizing Child Sexual Abuse • The dynamics of child sexual abuse • Sexual Interaction Phase • Effects of Sexual Abuse on the Child • Trauma Focused Cognitive Behavioral Therapy (TF-CBT) with Sexually Abused Children • TF-CBT Components
UNIT 3	Treatment Issues in JJS- Treatment of Juvenile Sex Offenders (4 hours)

Unit objectives	<p>By the end of this unit the participant should be able to:</p> <ol style="list-style-type: none"> Define the terms Juvenile and Juvenile Sex Offenders. Identify types of sexual offenses. Describe characteristics of Juvenile Sex Offenders. Explore factors that contribute to Sexual Offenses among Juveniles. Discuss assessment and treatment methods for Juvenile Sex Offenders.
Topics	<ul style="list-style-type: none"> • Concept of Juvenile Sex Offender • Who is a Juvenile Sex Offender? • Forms of Sexual Offences • Forms of Sexual Violence • Definitions of various types of Sexual Offences • Characteristics of Juvenile Sex Offender • Categories of Juvenile Sex Offender • Factors that contribute to Juvenile Sex Offences • Assessment of Juvenile Sex Offenders • Treatment of Juvenile Sex Offenders
UNIT4	Treatment Issues in JJS- HIV and AIDS, and Children (2 hours)
Unit objectives	<p>By the end of this unit the participants should be able to:</p> <ol style="list-style-type: none"> Describe levels at which HIV and AIDS affects children. Discuss the impact of HIV and AIDS on children. Explain the Role of the CCPO in safeguarding the rights of children affected and infected by HIV and AIDS.
Topics	<ul style="list-style-type: none"> • Introduction • Children infected and affected by HIV and AIDS • AIDS Orphans • Impact of HIV and AIDS on Children • The Role of the CCPO to ensure the rights of children affected by HIV and AIDS
UNIT5	Treatment Issues in JJS-Parenting (4 hours)

Unit objectives	By the end of this unit the participant should be able to: a. Discuss the core factors of parenting. b. Explain the different parenting styles and the effects on children. c. Discuss the application of functional family therapy.
Topics	<ul style="list-style-type: none"> • The concept of parenting • Definition of parenting • Various styles of Parenting • Working with problematic or dysfunctional families • Functional Family Therapy
UNIT6	Treatment Issues in JJS- Positive approaches to discipline as alternatives to physical and humiliating punishment (4 hours)
Unit objectives	By the end of this unit the participant should be able to: a. Define discipline. b. Define physical and humiliating punishment. c. State the Prevalence of physical and humiliating punishment. d. Explain the major cause of corporal punishment in Kenya. e. Describe the effects of corporal punishment to the child. f. Apply alternative methods to corporal punishment.
Topics	<ul style="list-style-type: none"> • Discipline • Case study • Definition of physical and humiliating punishment • Prevalence of physical and humiliating punishment • Causes of corporal punishment • Corporal punishment and Legal implication • Effects of corporal punishment on children • Non-violent forms of discipline as alternatives to corporal punishment • Application of alternative methods to corporal punishment
UNIT 7	Children with special needs in Juvenile Justice System (6 hours)
Unit objectives	By the end of this unit the participant should be able to:

	<p>a. Define special needs</p> <p>b. Identify a child with special needs in the JJS</p> <p>c. Explain the following categories of special needs in children:</p> <ul style="list-style-type: none"> ❖ Mental illness ❖ Disruptive behavioural disorders ❖ Physical Disabilities
Topics	<ul style="list-style-type: none"> • Introduction • Disruptive behavioural disorders • Children with Physical Disabilities • Challenges faced by children with disorders/disabilities • The Role of the CCPO
UNIT 8	Staff Self-Care and Self-Management (4 hours)
Unit Objectives	<p>By the end of this unit the participant should be able to:</p> <p>a. Define stress, burnout and self-care.</p> <p>b. Explain the mechanisms of self-care.</p> <p>c. Identify signs and causes of burnout and stress, and its effects.</p> <p>d. Apply stress management skills.</p> <p>e. Define the terms, peer support, mentoring and coaching.</p> <p>f. Name the available service provided for public officers.</p>
Topics	<ul style="list-style-type: none"> • Definition of Stress, Burnout and Self-care • Mechanisms of Self Care • The Causes of Burn Out and Stress among CCPOs • Effects of stress • Self-Care and Self-Management of the CCPOs • CCPOs institutional welfare issues • Peer Support • Self-Care Management: Supervisors Approach
UNIT 9	Child Care and Protection Officers Ethics (2 hours)
Unit Objectives	<p>By the end of this unit the participant should be able to:</p> <p>a. Identify ethical principles to apply in their workplaces.</p>

	<p>b. Identify unethical issues in their work place.</p> <p>c. Explain the legal and ethical responsibilities for CCPO’s work.</p> <p>d. Apply appropriate ethical approach to the child.</p>
Topics	<ul style="list-style-type: none"> • Introduction • Ethical principles • CCPOs possible malpractices • CCPOs Legal and Ethical Responsibilities
UNIT 10	Introduction to Monitoring and Evaluation (2 hours)
Unit Objectives	<p>By the end of this unit the participant should be able to:</p> <p>a. Explain the terms used in relation to monitoring, evaluation as and quality assurance.</p> <p>b. Explain the rationale of monitoring and evaluation.</p> <p>c. Describe principles of evaluation to be undertaken in JJS.</p> <p>d. Describe each stage of monitoring and evaluation.</p> <p>e. Describe monitoring and evaluation tools in JJS.</p> <p>f. Explain the features of impact assessment.</p>
Topics	<ul style="list-style-type: none"> • Definition of Basic Concepts of Monitoring and Evaluation • Rationale of Monitoring and Evaluation for Child Care and Protection Officers • Principles of Evaluation • Types of Evaluation • Stages of Monitoring and Evaluation • Institutionalization of monitoring and evaluation for Child Care and Protection Officers in Juvenile Justice System • Monitoring and Evaluation tools • Impact assessment • Case Study

2.5 Facilitation techniques

The manual has adapted a variety of facilitation techniques however; the facilitator can use any other convenient method. Some of these methods are;

- Discussion
- Lecture
- Role play
- Case study
- Brainstorming
- Team teaching
- Debate
- Demonstration and
- Story telling among others

2.6 Program Duration and delivery:

- i. The training is schedule to take three months and it is divided into three Modules, and three Practicum sessions.
- ii. The residential training for each Module takes ten days, with a total number of six hours per day (10 days x 6 hours per day). Each Module has 60 hours sessions, thus, in total 180 hours for entire residential training course.
- iii. This will be followed by three months of workplace assignments as practicum sessions. During this period, the participants will choose an individual work plan based on what they have learnt and write detailed proposals on the changes they would make in their work stations.
- iv. The participants are required to identify relevant stakeholders/Actors in children sectors through the proper mapping.
- v. During the practicum session, participants undertake group assignments by utilizing established networks in their working stations.

2.7 A sample programme of activities

<p>1. 8.30-10.30 = 2 hour session 10.30-11.00= break</p> <p>2. 11.00-1.00 =2 hour session 1.00-2.00= lunch</p> <p>3. 2.00-4.00 = 2 hour session</p>
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4.00-4.30= break

4. **4.30-6.30** = **2 hour session (optional)**

Facilitators Manual (Module 1)
PROCEDURE IN JUVENILE JUSTICE SYSTEM

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Facilitators Manual (Module 2)
SKILLS IN CASE MANAGEMENT IN JUVENILE JUSTICE SYSTEM

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Facilitators Manual (Module 3)
TREATMENT ISSUES & CCPOs QUALITY SERVICE DELIVERY

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**MANAGEMENT MANUAL FOR CHILD CARE AND PROTECTION OFFICERS
(CCPOS) TRAINING**

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List of participants in CCPO training (Group 1)

No	Name	Gd	Designation	Station	Agency	Module I	Module II	Module III
1	Njama Daniel Kamau	M	Children's Officer II	Childline	Children	○	○	○
2	Kirui Clarah Chepkirui	F	Children's Officer II	Getathuru RS	Children	○	○	○
3	Kanyithia Penina Mwari	F	Children's Officer II	starehe	Children	○	○	○
4	Mbogo Charles Maina	M	Children's Officer II	Nairobi CRH	Children	○	○	○
5	Munuhe Jane Njoki	F	Children's Officer II	Nbi Children's Home	Children	○	○	○
6	Sandiri Maragaret Rose	F	Children's Officer II	PCO Nairobi	Children	○	○	○
7	Kang'ethe Anne Wangari	F	Children's Officer II	Child Help Line	Children	○	○	○
8	Kegorigo Hudson Imbayi	M	Children's Officer II	Embakasi	Children	○	○	○
9	Kamau Faith Wanjiru	F	Children's Officer II	Kasarani	Children	○	○	○
10	Nyamwega Eunice	F	Children's Officer II	Kibera	Children	○	○	○
11	Njoroge Beth Wanjiku	F	Children's Officer II	Westlands	Children	○	○	○
12	charles tumbo	M	Children's Officer II	Dagoretti Reh	Children	○	○	○
13	John Samuel Mwangi	M	Children's Officer II	Kajiado Central	Children	○	○	○
14	Jennifer Wairimu Wangari	F	Children's Officer II	Kiambu	Children	○	○	○
15	Mekenye Kebati	M	Children's Officer II	Kiambu	Children	○	○	○
16	Mary Wambui Thiong'o	F	Children's Officer II	Kangema (Muranga)	Children	○	○	○
17	Omolo Ruth Nabwire	F	Children's Officer II	Machakos	Children	○	○	○
18	Mandieka Beatrice Barongo	F	Children's Officer II	Machakos Rescue Centre	Children	○	○	○
19	Donald Nyamweya Kebabe	M	Children's Officer II	sotik?	Children	○	○	○
20	Koigi David Mwangi	M	Children's Officer II	Nyandarua South	Children	○	○	○
21	Glays Cheruiyot	F	Children's Officer II	Nyandarua	Children	○	○	○
22	Mwakale Josphat Mumbo	M	Children's Officer II	Nyandarua North	Children	○	○	○
23	Patrick Ayuya Akala	M	Children's Officer II	Lagdura(mwingi)	Children	○	○	○
24	Mankone James Osoro	M	Children's Officer II	Kirinyaga Central	Children	○	○	○
25	Munyao Anne Kakuvi	F	Children's Officer II	Wamumu RS	Children	○	○	○
26	Harrison Mwit Karikui	M	Children's Officer II	Thika	Children	○	○	○
27	Lilian Njoki	F	Children's Officer II	Yatta	Children	○	○	○

No	Name	Gd	Designation	Station	Agency	Module I	Module II	Module III
28	Harriet Kihara	F	Children's Officer II	Kibera (limuru)	Children	○	○	○
29	Sitati Lenah Nanjala	F	Children's Officer II	Murang'a CRH	Children	○	○	○
30	Kanini Mutegi	F	Children's Officer II	Murang'a East	Children	○	○	○
31	Prisca Kenda	F	Children's Officer II	Mathira	Children	○	○	○
32	Hope Muriithi	F	Children's Officer II	Nyeri	Children	○	○	○
33	Susan Mueni	F	Children's Officer II	Nyeri	Children	○	○	○
34	Faith Kinya Chabari	F	Children's Officer II	Nyeri CRH	Children	○	○	○
35	Patrick Ndirangu	M	Children's Officer II	Nyeri South	Children	○	○	○
36	James Muchangi Nyaga	M	Children's Officer II	Othaya Rehab.	Children	○	○	○
37	Francis Owoko	M		Kasarani CPU	Police	○	○	○
38	Teresia Maina	F	CPL	Buruburu CPU	Police	○	○	○
39	Cyrus Wahome	M	Police Officer	Buruburu CPU	Police	○	○	○
40	Faith Wangui Wafula	F	C.I	Kilimani CPU	Police	○	○	○
41	Christopher Sigowo	M	PC	Police Hqs	Police	○	○	○
42	Wangu Munuhe	F	PC	Kamukunji	Police	○	○	○
43	Brigid Nafula	F	PC	Naivasha CPU	Police	○	○	○
44	Betty Cheruiyot	F	AG.IP	Juja CPU	Police	○	○	○
45	Faith Mumbi	F	CPL	Mwingi CPU (ukasi)	Police	○	○	○
46	Carolyn Makola	F	WDRESS	Kamiti YCTC	Prison	○	○	○
47	George Onchiri	M	WDR	Kamiti YCTC	Prison	○	○	○
48	Mary Waithera	F	CPL	Langata Wome	Prison	○	○	○
49	Jackson Anyanje	M	S/SGT	Shikusa B.I	Prison	○	○	○
50	Sylvester Ngonga	M	CPL	Shikusa B.I	Prison	○	○	○
51	Jane Ndege	F	WDRESS	Shikusa B.I	Prison	○	○	○
52	Charles M. Munene	M	WDR	Shimo B.I	Prison	○	○	○
53	Jesse Chepkoy	M	WDR	Shimo B.I	Prison	○	○	○
54	Daniel Ouso	M	Prison Officer	Shimo B.I	Prison	○	○	○
55	Mary Abima	F	Probation Officer	Kajiado Central	Probation	○	○	○

No	Name	Gd	Designation	Station	Agency	Module I	Module II	Module III
56	Jacinta Wanjiku Gichini	F	Probation Officer I	Githunguri	Probation	○	○	○
57	Kepha Anyega Ong'era	M	Probation Officer I	Kiambu	Probation	○	○	○
58	Lilian Akinyi Otieno	F	Probation Officer I	Machakos	Probation	○	○	○
59	Nathan Lucky Mwandije	M	Probation Officer II	Machakos	Probation	○	○	○
60	Peter Maina Mwangi	M	Probation Officer I	Naivasha	Probation	○	○	○
61	Grace Wanjiku Gathonjia	F	Probation Officer	Kirinyaga Cent	Probation	○	○	○
62	Joseph Jude Oumah	M	Probation Officer I	Thika	Probation	○	○	○
63	Agnes Ayuma Otukho	F	Probation Officer I	Thika	Probation	○	○	○
64	Olga Auma Bunde	F	Probation Officer I	Kikuyu	Probation	○	○	○
65	Robert Omondi	M	Probation Officer II	Kikuyu	Probation	○	○	○
66	Rose Wairimu Muriu	F	Probation Officer I	Maragua	Probation	○	○	○
67	Rebecca Chemeli Tangut	F	Probation Officer II	Murang'a	Probation	○	○	○
68	Charles Otieno Osure	M	Probation Officer I	Murang'a	Probation	○	○	○
69	Joseph Ndwiga	M	Probation Officer	kyuso	Probation	○	○	○
70	Irene K. Thurairira	F	Probation Officer	Nyeri Central	Probation	○	○	○

Note: No.1~70 completed. The below No.1~9 attended but not completed.

	Name	Gd	Design	Station	Agency	Module I	Module II	Module III
1	Ndung'u Esther Mugure	F	Children's Officer II	PCO Nairobi	Children	○	○	
2	Ouma Susan Atieno	F	Children's Officer II	Kangundo	Children	○	○	
3	Margaret Mwhaki Chege	F	Probation Officer II	Limuru	Probation	○	○	
4	Teresia Wairimu Murege	F	Judiciary	Makandara	Judiciary	○	○	
5	Samuel Gacheru	M	Judiciary	Machakos	Judiciary	○	○	
6	Esther Bolee		Judiciary	Naivasha	Judiciary	○	○	
7	Barbara Ojoo	F	Judiciary	Thika	Judiciary	○	○	
8	Manwa Enock	M	Children's Officer II	Laikipia East	Children	○		
9	Charity Mutai		Judiciary	Kiambu	Judiciary	○		

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List of participants in CCPO training (Group 2)

	Name	Designation	Station	JJA	Module I	Module II	Module III
1	Koech Chris Kibet	CPL (W)	Baringo Central	DCS	○	○	○
2	Allan Onguka	Children's Officer I	Bondo	DCS	○	○	○
3	Kosgei Carolyne	Resident Magistrate	Bungoma	DCS	○	○	○
4	Okwaro Maurive Okiru	Children's Officer I	Bunyala	DCS	○	○	○
5	Nkatha Japhlet Jane	Probation Officer II	Busia	DCS	○	○	○
6	Ngugi Bernard	Probation Officer II	Gucha	DCS	○	○	○
7	Vivienne Akinyi Mang'oli	Children's Officer I	Kajiado North	DCS	○	○	
8	Selinah Namubuya Wanyonyi	Resident Magistrate	Kakamega East	DCS	○	○	○
9	Atsiaya Jared Muyonga	Children's Officer I	Kakamega North	DCS	○	○	○
10	Wambani David Magogo	Children's Officer I	Keiyo	DCS	○	○	○
11	Ombata Samwel Mogeni	Children's Officer I	Kimilili	DCS	○	○	○
12	Khaemba Pilot	Children's Officer II	Kipkelion	DCS	○	○	○
13	Esther N. Moguche	P.C (W)	Kisii Central	DCS	○	○	○
14	Susan Akinyi Rautta	Children's Officer I	Kisumu CRH	DCS	○	○	○
15	Elvis Kurgat	Children's Officer I	Kisumu West	DCS	○	○	○
16	Joyce Bochere Keno		Kuria East	DCS	○	○	○
17	Ogure Joseph Otieno		Kuria West	DCS	○	○	○
18	Azegele Wilfred Imbakule	Children's Officer I	Kwanza	DCS	○	○	○
19	Carol Temko Kuwaka	Probation Officer II	Trans Nzoia East	DCS	○	○	○
20	Muchiri Francis Githae	Children's Officer I	Laikipia Central	DCS	○	○	○
21	Musindayi Wenslans A.	Probation Officer I	Nyahururu	DCS	○	○	○
22	Purity Kamonya	Children's Officer I	Manga CRH	DCS	○	○	○
23	Robert F. K. Njiru	Children's Officer I	Masaba North	DCS	○	○	○
24	Francis Njagi Kariuki	SGT (W)	Naivasha	DCS	○	○	○
26	Tirop Rose Chepkemoi	Children's Officer II	Trans Mara	DCS	○	○	○
27	Augustine Muasya Nyamai	Children's Officer I	Turkana West	DCS	○	○	○
28	Virginia Karanja Karanja	Children's Officer I	Bomet	Judiciary	○	○	○
29	Lilian N. Kiniale	Children's Officer II	Butere	Judiciary	○	○	○
30	Khagoya Benson	Children's Officer I	Maralal	Judiciary	○	○	○
31	Shadrack Mwendwa Mwinzi	Children's Officer I	Meru	Judiciary	○	○	
32	Brenda Naswa Kituyi	Warderes	Nakuru	Judiciary	○	○	○
33	Frida Tune	Children's Officer II	Bahati	Police	○	○	○
34	Vera Auma Mboya	Children's Officer I	Kakamega	Police	○	○	○
35	Beatrice Jepkemboi	Resident Magistrate	Kisumu CPU	Police	○	○	○
36	Annastasia Ndulu	Resident Magistrate	Ogembo CPU	Police	○	○	○
37	Godfrey Mulianga	Children's Officer I	Siaya CPU	Police	○	○	○
38	Anthony Maina	Children's Officer I	Shikusa BI	Prisons	○	○	○
39	Evans Atito	Magistrate	Shikusa BI	Prisons	○	○	○
40	Racheal Njogu	Children's Officer II	Lang'ata Women	Prisons	○	○	○
41	Moses Otieno	P.C (W)	Shimo BI	Prisons	○	○	○
42	Peter Njeru		Shimo BI	Prisons	○	○	○
43	Purity Kamola		YCTC Kamiti	Prisons	○	○	○
45	Florida Shitambasi	CPL	Bungoma	Probation	○	○	○
46	Redempta Sigei	Probation Officer I	Kericho	Probation	○	○	○
47	Boaz Odero	Probation Officer II	Kimilili	Probation	○	○	○
48	James O. Odongo	Children's Officer I	Siaya	Probation	○	○	○
49	Vincent Maritim	Children's Officer I	Sirisia	Probation	○	○	○
50	Peter Koskey	Warderes	Sotik	Probation	○	○	○

Outline of Practicum and Success Stories

The CCPO Training Course is composed of two dimensions, i.e. residential Trainings (Module I, II, and III) and practicum sessions. (Practicum I, II, and III).

The CCPO Training practicum session aims to address the performance gaps in CCPO work places, and the knowledge, skills, and attitude which CCPOs acquire during the residential training are used to tackle the identified gaps.

CCPOs develop an individual work plan to fill in the gaps in their services. Also, for strengthening the networks with other JJAs and stakeholders, they are required to do mapping of stakeholders in their working areas, and identify the local human resources in children sector in the areas. Developing a directory of stakeholders after identification is assigned to CCPOs in Practicum I. CCPOs are required to pick up one amongst several group assignments, in order to handle children cases with other stakeholders or generate preventive activities towards existing challenges against the best interest of the child as a team in their localities in Practicum II and III.

Through the practicum sessions, the CCPO Training system could achieve the followings;

- 1) The skills and knowledge which are taught in residential trainings were utilized in CCPO working places. The practicum sessions linked the training with their real works/duties. CCPOs were encouraged to implement what they learnt since it is a training component and they regarded an implementation of learning points as assignments within the training. This could be a good starting point to introduce new skills or techniques, e.g. ITP in Borstal Institutions.
- 2) CCPOs could be benefitted by a sort of followed up by NIT mentors even after residential trainings. The approach of CCPO training is not one way which entails just a lecture from trainers to trainees, but a lot of interaction between NIT and CCPOs. The technical supervision to their individual work plans created an unique opportunity for consultation between them to tackle some gaps in their work places. Sometimes, NIT directly intervened some

challenges. E.g. Underutilization of Child Protection Unit in the Kisumu Central Police Station.

3) Practicum sessions are sometimes equivalent as a current situation research for NIT. NIT mentors could understand what real emerging issues are on the ground and where significant gaps are in Juvenile Justice System through practicum monitoring visits. E.g. extending staying period of children in Police Cells, insufficient service in the area of re-integration and aftercare, and so on.

There are following success stories of CCPO Training Practicum Sessions.

1) Staff Training Programme in Wamumu Rehabilitation School.

The CCPO taught her colleagues within the institutions on Children Act, and International Instruments and General Principles to handle children cases.

2) The CCPOs in Shimo la Tewa Borstal Institutions similarly made a materials i.e. brochure to sensitize other staffs within the institutions on General Principles (Children Rights).

3) Filing System is improved. Individual filing system was developed by many CCPOs, such as Nyeri Remand Home, Children District Office in Wundanyi and Trans Mara, etc.

4) The CCPO in Rumuluti DCO strengthened child protection structures in collaboration with the local authority, such as area chiefs to deal with child labour.

5) Enhanced collaboration and networking of the five JJAs were found.

Many CCPOs especially in target group 2 increased no of stakeholders meetings, for example in Bondo, Homabay ,Kisii Central and Kuria. Child Protection Team (CPT) was also introduced and strengthened by the CCPO's initiative in Butere. Mapping of child protection actors especially by group 2 trainees was well implemented and most of CCPOs could identify local partners working in the child sector.

6) Capacity building programme of other stakeholders took place. For instance, the CCPO in Turukana West implemented the workshop on alternative methods to corporal punishment to more than 20 primary school teachers.

7) More effort made by trainees to use the needs/risk assessment tool introduced by UNAFEI Professors in the previous JICA project. This was found in Naivasha, Trans Mara, Kakuma, and Kitale

8) Reopening of Kisumu CPU was steered by NIT mentors.

9) CCPO developed a tool to monitor the progress of children cases in the Butere Law Court.

10) Development of Individual Treatment Plans (ITPs) was introduced in Borstal Institutions, both in Shimo la Tewa and Shikusa. The important concept of individual treatment according to uniqueness of each child was understood and its practice started.

Annex-18

Progress of Activities

Activity	Progress as of June 2013
1-1 To assess CCPO Training Needs	<ul style="list-style-type: none"> - CCPO Training Needs Assessment (TNA) was conducted in 2009 by a short-term expert on Treatment of Juvenile Delinquency (Institutional) through interviews with main NIT members of CPs. - Based on the results of TNA, 5 major areas for training were identified (1. Juvenile Justice Procedure, 2. Case management, 3. Rehabilitation, 4. Networking, 5. Professional Ethics) - Unit Relevance Study was conducted in Oct and Nov 2011 to assess the relevance of each unit of training modules to duties and natures of each JJA.
1-2 To develop “Capability Target” for CCPO	<ul style="list-style-type: none"> - Based on TNA, Capability Target was set, and indicators of target set by the external consultant under the Situational Analysis Survey.
2-1 To implement Group Training for CCPO Trainers	<ul style="list-style-type: none"> - TOT was implemented before CCPO Training was started. General pedagogy was trained to NIT members who can be trainers in August 2010. Also, NIT members visited the field offices of 5 JJAs and observed their duties on the ground. - 2nd TOT was more specifically arranged for only NIT who trained in Module II, to enable them to facilitate the contents of unit which they were supposed to teach during CCPO Training Module II. - 3rd TOT was conducted in NIT workshop held in Aug, 2012 with Short-term Expert, Prof. Tsunoda from UNAFEI. The NIT members participated learned the Risk-Needs Assessment which is effective for Children in conflict with the law. - 4th TOT provided NIT members with the opportunity to visit NGOs, private and statutory institutions in Mombasa. They are supporting children with special needs, drug abused youth, and so on. - UNAFEI Trainings implemented from 2010 to 2013 also offered TOT on technical issues in Juvenile Delinquent Treatment. Especially the 13th Training Course conducted in February, 2013 trained NIT Representatives on the effective through care system which is a huge challenge of JJAs in Kenya.
2-2 To develop CCPO Training Plan	<ul style="list-style-type: none"> - Before every residential training and supervision visit, DCS developed the CCPO Training Plan to convince the Departmental and Ministerial Training Committee to finance the activity. Thus, the plans were developed periodically, e.g. in August 2010, January and August (July) 2011, and January (December

	<p>2011). The plans in 2012 and 2013 (up to re-organization) was prepared.</p> <ul style="list-style-type: none"> - For the residential Training – Module III for Group 2 (conducted in February, 2013) was arranged differently even from the time of planning (October 2012-January, 2013). DCS made the budget for each JJA according to the number of participants from respective agencies, then requested other JJAs to facilitate the cost of accommodation and training venue. However, DCS itself could not afford to contribute the cost of the same, therefore JICA assisted.
2-3 To develop and revise CCPO Training Curriculum and Materials	<ul style="list-style-type: none"> - First Training Material which is 5 Thematic Manuals was developed in June 2010. Then, 3 Training Modules were also developed with assistance of the external curriculum developer in August 2010. Since then, 3 modules were periodically revised through implementation of CCPO Training. - The NIT retreat for exercise of revising it was held in December 2010, and May 2011. Even UNAFEI Training was utilized to do this exercise in February and March 2011. NIT reviewed the overlapped contents of 3 modules and streamlined the contents in the NIT workshop held in November 2011. They referred to the general results derived from Unit Relevance Study conducted prior to the NIT workshop then developed the proposed unit arrangement which reflect the common contents for 5 JJAs and specific contents for 3 JJAs in November 2011. - 4 NIT Retreats/Workshops for the completion of the training materials were held between July 2012 and March 2013. The CCPO Training Curriculum and Materials were finalized through these workshops. The final flow of each modules and units was agreed by NIT members and JICA Long-term and short-term Experts in August, 2012.
2-4 To develop and revise CCPO Training Monitoring and Evaluation Methodology	<ul style="list-style-type: none"> - The NIT Self Evaluation tool was developed in August 2010 together with Short Term Expert. The formats of questionnaire for each session as well as for whole training were developed with the assistance of the external curriculum developer. Then it was modified by Long Term Expert with the assistance of Mr. Njenga (JICA Kenya) since the format of questionnaire was so bulky to participants in January, 2011. Since then, the format was not changed. Since Group 2, the questionnaires were distributed once per day during residential training. The formats were attached to the CCPO Training Management manual as appendixes.
2-5 To implement pilot CCPO Training by CCPO	<ul style="list-style-type: none"> - Residential Training of Module I for 1st Targeted Group was conducted in September 2010. - Practicum session started in October 2010, and one supervision visit per trainee

Trainers	<p>by NIT members was conducted in November and December 2010.</p> <ul style="list-style-type: none"> - Residential Training of Module II was conducted in January to February, 2011. - Supervision visit for Practicum 2 by NIT was conducted in June 2011. - Residential Training of Module III was conducted in August 2011. - Supervision for Practicum 3 was conducted in February to March 2012 by NIT. - Residential Training of Module I for 2nd Targeted Group was conducted in January to February 2012. - Residential Training of Module II for 2nd Targeted Group was conducted in August 2012. - NIT Mentors visit was conducted to monitor the progress of practicum session 2 in October, 2012. - Residential Training of Module III for 2nd Targeted Group was conducted in February 2012. - NIT Mentors visit was conducted to monitor the progress of practicum session 3 in April, 2013. - Residential Training of Module I for 3rd group has not started as yet. The initial discussions have just started. The 3rd group training cycle will not be completed within the project period
2-6 To monitor and evaluate impact of CCPO Training	<ul style="list-style-type: none"> - Knowledge assessment was developed and implemented at the end of Residential Training Module III in September 2011. Also, the external Consultant conducted Situational Analysis Survey in 5 JJAs from September to November 2011. - The CCPO Service Delivery Indicators were developed during NIT Retreats in July 2012. Indicators were revised based on the findings of Situation Analysis Survey mentioned above.
2-7 To implement Supervision Workshops for CCPO Trainers and immediate supervising officers Note: Supervising officers are included in 2-8	<ul style="list-style-type: none"> - The first NIT workshop guideline/work plan setting of practicum was conducted in August 2010 just before first residential Training. The workshop for setting more detailed modality of supervision visit was held in October 2010 before supervision visit by NIT was started. The review on Supervision/practicum session was conducted in the NIT workshop in May, 2011. The workshop for setting revised practicum guideline for Group 2 was conducted in January 2012.
2-8 To implement Workshops for	<ul style="list-style-type: none"> - The immediate supervisors workshop was implemented in May 2012. Prior to this activity, the UNAFEI Training in Feb to Mar 2012 targeted the

<p>immediate supervising officers.</p>	<p>representatives of immediate supervisors of CCPO Trainees and learned OJT system in JJAs in Japan.</p> <ul style="list-style-type: none"> - To date, second workshop for immediate supervising officers has not been held.
<p>3-1 To develop and revise Budget and Human Resource Allocation Plan for CCPO Training</p>	<ul style="list-style-type: none"> - DCS developed the budget Plans every year. It was supposed to be discussed amongst 5 JJAs in the last JCC meeting in February, 2011, but they could not fully discuss because few relevant representatives attended the meeting. The follow up of the JCC meeting was conducted by CCPO Secretariat (NIT) and Long Term expert in April and May 2011, but it was too late to discuss on the budget. The budget plans have been prepared up to FY2012, but new FY2013 (starting from July) is yet to be prepared. - On ad-hoc basis, Human Resource Allocation Plan was developed as a preparation of residential trainings by DCS. The official appointment document from Heads of 4 JJAs was also arranged.
<p>3-2 To develop and revise Training Management Manual</p>	<ul style="list-style-type: none"> - The specific workshop to develop the manual was conducted in September, 2012 and representatives of NIT participated. CCPO Training Management Manual was developed based on the actual experience in implementation of pilot trainings. The manual also contains the formats developed during pilot training implementation.

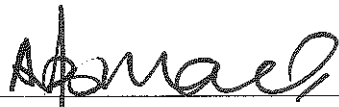
**MINUTES OF MEETINGS BETWEEN
THE JAPANESE TERMINAL EVALUATION TEAM
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE REPUBLIC OF KENYA
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR CAPACITY BUILDING OF
CHILD CARE AND PROTECTION OFFICERS IN
JUVENILE JUSTICE SYSTEM**

The Japanese Terminal Evaluation Team (hereinafter referred to as “the Team”), organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), headed by Mr. Hideo Eguchi, conducted survey from 16th July to 1st August 2013 for the Project for Capacity Building of Child Care and Protection Officers in Juvenile Justice System (hereinafter referred to as “the Project”).


During the survey, the Team had a series of discussions with the concerned parties of the Government of the Republic of Kenya (hereinafter referred to as “the Kenyan side”), jointly evaluated the achievements of the Project, and exchanged views for further improvement of the Project.

As a result of the discussions, both the Kenyan side and the Team agreed upon the matters referred to in the document attached hereto.

Nairobi, 1st August, 2013



Mr. Ali Noor Ismail
Principal Secretary,
Ministry of Labour, Social Security and
Services
Republic of Kenya



Mr. Hideo Eguchi
Leader,
Japanese Terminal Evaluation Team
Japan International Cooperation Agency
Japan

JOINT TERMINAL EVALUATION REPORT

THE PROJECT FOR CAPACITY BUILDING OF
CHILD CARE AND PROTECTION OFFICERS IN
JUVENILE JUSTICE SYSTEM
(Oct.2009-Sep.2013)

Nairobi, 1st August, 2013

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16. Outline of practicum and success stories
17. Plan of Operations
18. Progress of activities

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List of Abbreviations

CCPOs	Child Care and Protection Officers
C/P	Counterpart
CPU	Child Protection Unit
CYPA	Children and Young Persons Act
DCS	Department of Children's Services
GoJ	Government of Japan
GoK	Government of Kenya
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
JJAs	Juvenile Justice Agencies
Ksh	Kenyan Shilling
M&E	Monitoring & Evaluation
M/M	Minutes of Meetings
MGCSO	Ministry of Gender, Children and Social Development
MOU	Memorandum of Understanding
MTR	Mid Term Review
NCAJ	National Council for Administration of Justice
NCCS	National Council for Children Services
NIT	National Implementation Team
NSC	National Steering Committee
OJT	On the Job Training
PC	Performance Contract
PD	Project Director
PDM	Project Design Matrix
PM	Project Manager
POO	Plan of Operation
R/D	Record of Discussion
SC	Steering Committee
TNA	Training Needs Assessment
TOT	Training of Trainers
UNAFEI	The United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders
UNAFRI	The United Nations African Institute for the Prevention of Crime and Treatment of Offenders
UNCRC	The United Nations Convention on the Rights of the Child
UNICEF	The United Nations Children's Fund
VCO	Volunteer Children Officer
YCTC	Youth Corrective Training Centre

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1. OUTLINE OF THE TERMINAL EVALUATION

1-1 PROJECT OVERVIEW

1-1-1 Background

Kenya's Vision 2030 is to transform the Country by 2030, into a rapidly industrializing, middle-income nation, in which citizens enjoy high quality life in a clean and secure environment. However, the rapid modernization and economic growth experienced in Kenya has contributed some turbulence to many in rural and urban families resulting to an alarming rise in number of vulnerable children in need of care and protection and those in conflict with the law. The status quo in Kenya became worse following the 2007 post-election violence escalating the number of street children in need of care and protection and in conflict with the law.

The Department of Children's Services under the Ministry of Gender, Children & Social Development (MGCSO) is the Government agency mandated to provide services for the welfare of children and secure their rights as stipulated in the Children Act that came into force on March 1, 2002. In Kenya juvenile justice system is implemented by five Juvenile Justice Agencies (JJAs) namely; Department of Children's Services, Probation and After Care Services, Police, Prisons and the Judiciary. However, there exists weak collaboration among the agencies in matters of juvenile justice and inadequate capacity among JJAs to address children issues. In order to address the existing capacity gaps in the juvenile justice system, the Government of Kenya, through MGCSO requested for technical cooperation from the Government of Japan through the Japan International Cooperation Agency (JICA) in the 4-year Project for Capacity Building of Child Care and Protection Officers in Juvenile Justice System (hereinafter referred to as "the Project") starting October 2009.

1-1-2 Summary of the Project

Narrative summary

Narrative summary of the Project based on the present Project Design Matrix (PDM)-Version 2 (revised in 2012) is as below. The PDM has been revised twice. The original PDM (Ver.0), the previous PDM (Ver.1) and present PDM (Ver. 2) are attached in Annex 1, 2 & 3.

Narrative Summary of the Project	
Overall Goal	Quality of service provided by CCPOs in 5 Juvenile Justice Agencies is improved.
Project Purpose	Training system achieving "Capability Target" for CCPO working with children in need of care and protection, and children in conflict with the law is developed. <i>Note: "system" here refers to a combination of modular cycle of</i>

	<i>theory and practicum.</i>
Output	1. "Capability Target" for Standard CCPO is established.
	2. Quality of CCPO Training is improved through Plan-Do-See process.
	3. Management system for CCPO Training is developed.

Note: In the PDM, Overall Goal is to be achieved in 3-5 years after the project completion and Project Purpose is to be achieved by the end of the project.

Target Provinces

Target Provinces of the Project (working stations of CCPO trainees) are as follows:

Group 1	Central, Nairobi, Eastern, Rift Valley
Group 2	Nyanza, Western, Rift Valley
Group 3 (planned)	Coast, North Eastern, Eastern

Note: Participants from Prisons are selected from Borstal Institutions in Western and Coast, YCTC and Langata Women's Prison in Nairobi.

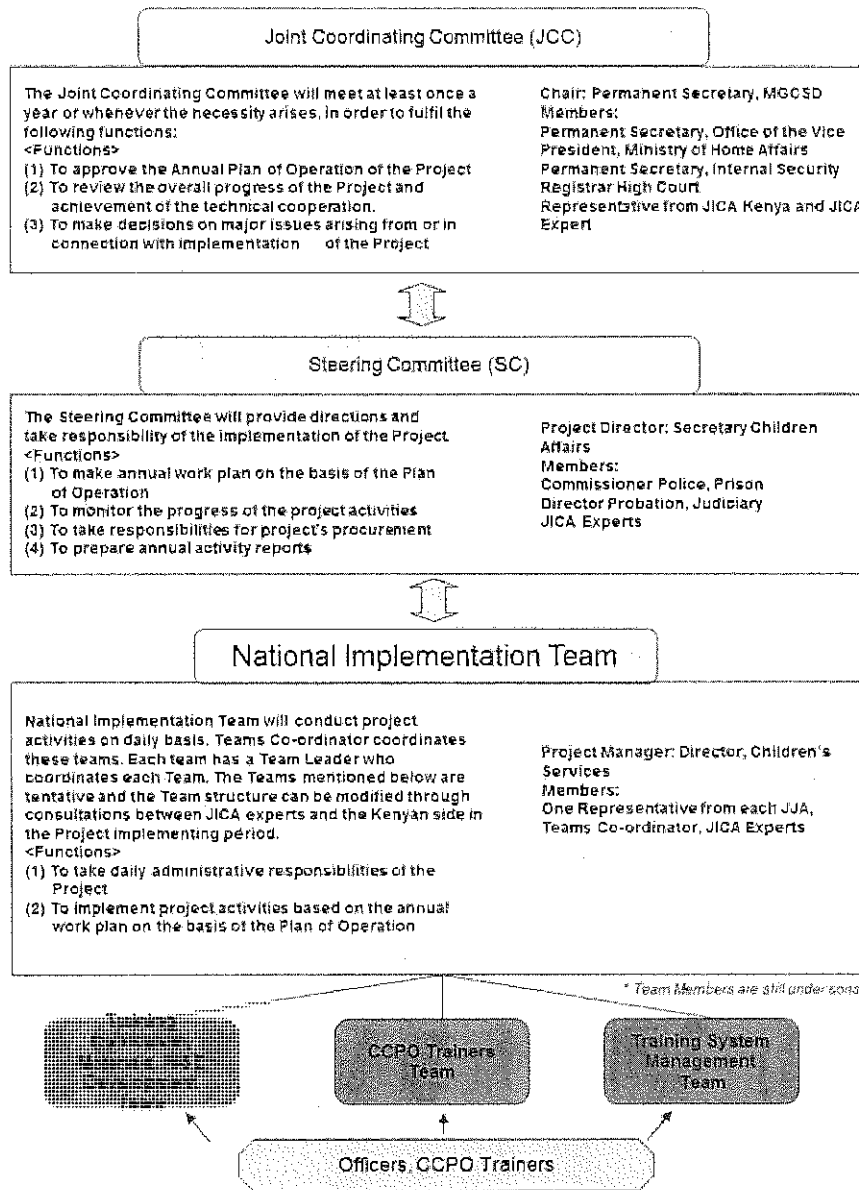
Management structure

The management structure of the Project is composed of 3 levels, namely Joint Coordinating Committee (JCC), Steering Committee (SC) and National Implementation Team (NIT). The structure and functions of each level is described in the Record of Discussions (R/D) signed on Sept. 2009 as follows:

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Project Management Structure



Source: R/D (Sept. 2009)

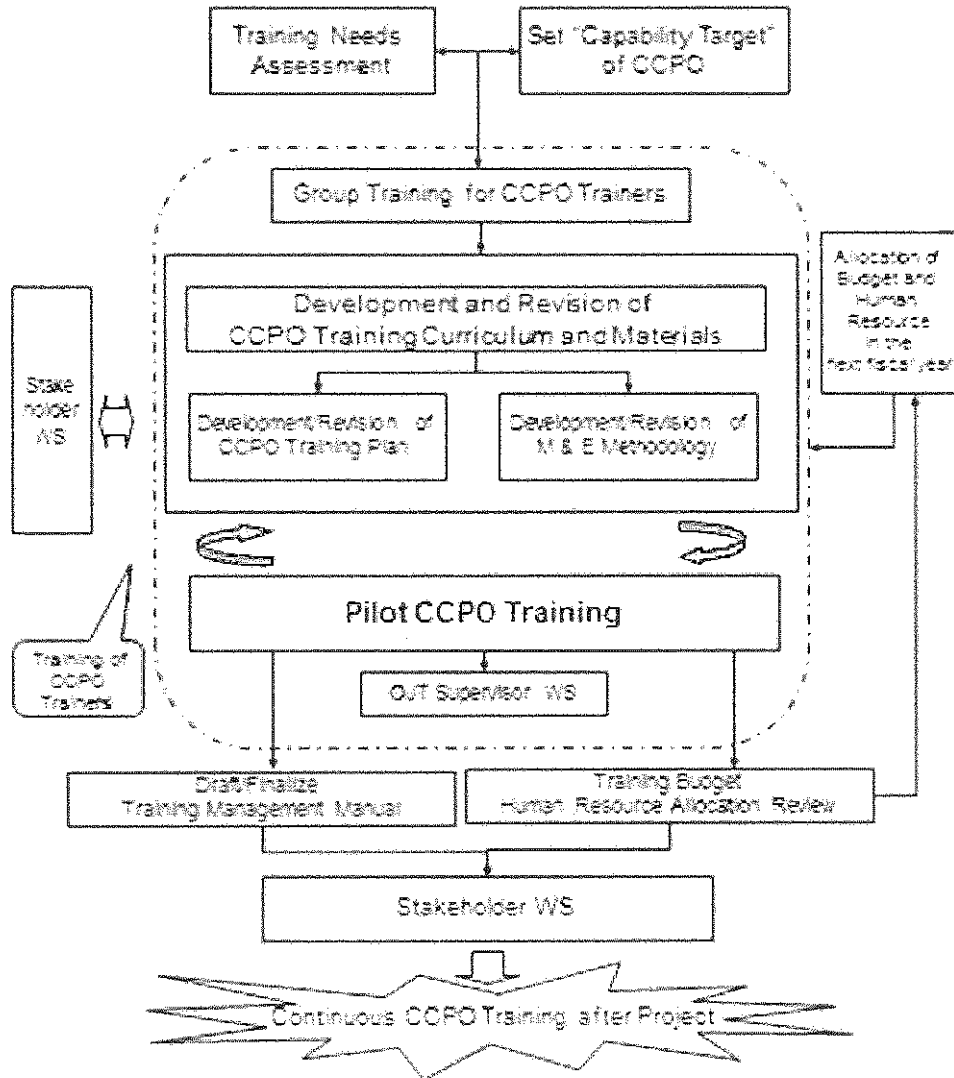
The Project Flow

The Project flow is outlined as below.

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Project Flow



Source: R/D (Sept. 2009)

1-2 OBJECTIVES OF THE TERMINAL EVALUATION

The main objectives of the terminal evaluation are as follows:

- 1) To verify the accomplishments of the project compared to those planned,
- 2) To identify obstacles and/or facilitating factors that have affected the implementation process,
- 3) To evaluate the project according to the five evaluation criteria, i.e. relevance, effectiveness, efficiency, impact and sustainability,

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- 4) To make recommendations for the activities in the remaining as well as post-project period; and
- 5) To clarify the lessons learned to feed back to the other projects

1-3 MEMBERS OF THE JOINT EVALUATION TEAM

The Terminal Evaluation was conducted by the Joint Evaluation Team comprised of the following members:

Japanese side

1. Mr. Hideo Eguchi	Team Leader Chief Representative, JICA Kenya Office
2. Mr. Sei Kimura	Cooperation Planning Representative, JICA Kenya Office
3. Mr. Evanson Njenga	Child Protection and Juvenile Justice System Consultant, Education & Energy, JICA Kenya Office
4. Ms. Yuko Ogino	Evaluation Analysis Managing Consultant, KRI International Corp. Inc

Kenyan side

1. Mr. Livingstone Oruuko	Approved Teacher I, Department of Children's Services, Ministry of Labour, Social Security and Services.
2. Mr. Moses Kimani	Chief Children Officer, Department of Children's Services, Ministry of Labour, Social Security and Services.
3. Ms. Florence Mueni	Chief Probation Officer, Department of Probation and Aftercare Services, Ministry Of Interior And Coordination Of National Government
4. Mr. Fredrick Mukasa	Chief Inspector, Police, Ministry of Interior and Coordination of National Government
5. Ms. Jane Kirii	Senior Superintendent, Prisons, Ministry of Interior and Coordination of National Government
6. Dr. Julie O. Oseko	Deputy Director, Judiciary Training Institute (JTI)

1-4 SCHEDULE OF THE TERMINAL EVALUATION

The schedule of the terminal evaluation from 15 July to 2 August 2013 is as follows.

No.	Date	Day	Activities
1	15-July	Mon	Depart from Tokyo (Ms. Ogino)
2	16-July	Tue	Arrive in Nairobi (Ms. Ogino)
			Internal Meeting at JICA Office

No.	Date	Day	Activities
3	17-July	Wed	10:30-14:00 Meeting with NIT: Workshop for Evaluation Method and Schedule including Achievement, Follow-up Status of the Recommendations from MTR Team) 16:00-17:30 Interview with Japanese Expert (Ms. Hashiba)
4	18-July	Thu	08:00-09:45 Interview with JJAs (Probation: Ms. Mary W. Mbau, Deputy Director, Probation and Aftercare Service Department, SC member) 10:00-11:00 Interview with JJAs (Police: Ms. Beatrice N. Kiriungi, Director, Community Policing, Gender and Child Protection) 12:00-13:00 Interview with JJAs (Probation: Clement Oketch, Assistant Director, NIT member) 13:30-14:30 Interview with JICA Expert (Ms. Mina Hashiba) 15:00-16:00 Interview with JJAs (Children: Mr. Livingstone Oruuko, Approved Teacher I, and Mr. Moses Kimani, Chief Children Officer, DCS, NIT members)
5	19-July	Fri	08:00-08:40 Interview with JJAs (Prisons: Mr. Benjamin O Njoga, Senior Deputy Commissioner of Prisons) 09:00-10:30 Interview with JJAs (Prisons: Ms. Mary Khaemba, Director Offender Correction, Rehabilitation and Welfare and Ms. Jane Kiri, Senior Superintendent of Prisons – NIT members) Drafting a report 14:30-16:00 Interview with JICA Expert (Ms. Mina Hashiba)
6	20-July	Sat	Drafting a report
7	21-July	Sun	Drafting a report Move to Kisumu (Nairobi 18:30 to Kisumu 19:20 by KQ670)
8	22-July	Mon	Field Visit/Interview to CCPO trainees of Group 2 8:30 at Kisumu County Coordinators Office of Children's Services - Ms. Susan Akinyi Rautta, Manager, Kisumu Children's Remand Home - Mr. James Ondongo, Probation and After Care Services (Siaya Office) - Ms. Beatrice Chepkemboi, Kisumu Police Child Protection Unit - Mr. Philip O. Nyagigo, Probation & Aftercare Services (Siaya Office) - Mr. Dennis Mbetra, Probation & Aftercare Services (Kisumu) - Mr. Thomas Otieno, Children's Officer/Senior House Master, (Kisumu) 13:30 at Butere Law Court - Ms. Lilian Kinale at Butere Law Courts
9	23-July	Tue	Field Visit/Interview to CCPO trainees of Group 2 8:30 at Shikusa Borstal Institution - Mr. Anthony Maina, Shikusa Bostal Institute - Mr. Evans Atito, Shikusa Bostal Institute - Mr. Jackson Anyanje, Shikusa Bostal Institute - Mr. Atsiaya Jared, Kakamega North Children's Office - Ms. Judy Odour, County Coordinator, Children's Services, Kakamega

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No.	Date	Day	Activities
			County - Ms. Vera Auma, Kakamega Police Move to Nairobi (Kisumu 15:05 to Nairobi 15:55 by KQ657)
10	24-July	Wed	07:30-08:00 Internal Meeting at JICA 10:00-10:30 Courtesy Call to Ms. Lydia Muiru, Secretary for Children's Affairs, Ministry of Labour, Social Security and Services 10:00-15:30 Discussion with NIT on Preliminary Results and Preparation for Presentation on Sustainability by NIT 15:30-16:30 Internal Meeting at JICA
11	25-July	Thu	07:30-08:30 Interview with JICA Expert (Prof. Tsunoda) 08:30-08:50 Interview with Mr. Ahmed Hussein, Director of Children Services Drafting a report 16:30-17:30 Interview with JICA Expert (Prof. Tsunoda)
12	26-July	Fri	Drafting a report 13:30-18:00 Internal discussions at JICA Office
13	27-July	Sat	Drafting a report
14	28-July	Sun	Drafting a report/internal discussions
15	29-July	Mon	09:00 – 12:00 Steering Committee Meeting
16	30-July	Tue	Preparation for JCC
17	31-July	Wed	Preparation for JCC
18	1-Aug.	Thu	09:00 – 12:00 Joint Coordinating Committee Meeting Depart from Nairobi (Ms. Ogino)
19	2-Aug.	Fri	Arrival in Tokyo (Ms. Ogino)

During the above schedule, persons discussed/interviewed/met are as follows:

Sl.	Name	Designation
1	Mr. Ali Noor Ismail	Principal Secretary, Ministry of Labour, Social Security and Services (Chair of JCC)
2	Ms. Lydia Muiru	Secretary for Children's Affairs, Ministry of Labour, Social Security and Services (Chair of SC)
3	Ms. Mary W. Mbau	Deputy Director, Department of Probation and Aftercare Services, Ministry of
4	Mr. Benjamin O Njoga	Senior Deputy Commissioner of Prisons
5	Ms. Beatrice N. Kiriungi	Director, Community Policing, Gender and Child Protection,
6	Ms. Adanje Wanjiru	Superintendent of Police
7	Dr. Julie O. Oseko	Deputy Director, Judiciary Training Institute (JTI)

NIT Members

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Sl.	Name	Designation	Agency
1	Mr. Ahmed Hussein	Director of Children Services	DCS
2	Ms. Carren Ogoti	Assistant Director	DCS
3	Ms. Anne Waichinga	Principal Children Officer	DCS
4	Mr. Moses Kimani	Chief Children Officer	DCS
5	Ms. Brenta Nzisa	Children Officer I	DCS
6	Mr. Livingstone Oruuko	Approved Teacher I	DCS
7	Mr. Thomas Otieno	Senior House Master	DCS
8	Mr. Clement Oketch	Assistant Director	Probation
9	Ms. Josephine Murege	Principal Probation Officer	Probation
10	Ms. Serah John	Chief Probation Officer	Probation
11	Ms. Florence Mueni	Chief Probation Officer	Probation
12	Ms. Teresia Ngugi	Senior Principal Magistrate	Judiciary
13	Mr. Evans Makori	Senior Principal Magistrate	Judiciary
14	Ms. Mary Khaemba	Director of Offender Correction, Rehabilitation & Welfare	Prisons
15	Ms. Jane Kirii	Senior Superintendent of Prisons	Prisons
16	Mr. Fredrick Mukasa	Chief Inspector	Police

CCPO Trainees (Group 2)

Sl.	Name	Agency
1	Ms. Susan Akinyi Rautta, Manager Kisumu Children's Remand Home	DCS
2	Mr. Atsiaya Jared, Kakamega North Children's Office	DCS
3	Mr. James Ondongo, Probation and After Care Services (Siaya Office)	Probation
4	Ms. Lilian Kinale at Butere Law Court	Judiciary
5	Ms. Beatrice Chepkemboi, Kisumu Police Child Protection Unit	Police
6	Ms. Vera Auma, Kakamega Police	Police
7	Mr. Anthony Maina, Shikusa Bostal Institution	Prisons
8	Mr. Evans Atito, Shikusa Bostal Institution	Prisons
9	Mr. Jackson Anyanje, Shikusa Bostal Institute (Group 1 Trainee)	Prisons

JICA Expert

	Name	Designation
1	Ms. Mina Hashiba	Long-term Expert, Project Management / Child Care, Protection and Rehabilitation
2	Prof. Ryo Tsunoda	Short-Term Expert, Juvenile Delinquent Treatment

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1-5 METHODOLOGY OF EVALUATION

The Terminal Evaluation Team (hereinafter referred to as “the Team”) reviewed related documents and information collected through questionnaires and interviews with the counterpart personnel, Japanese experts and relevant stakeholders such as CCPO trainees as listed in the above. The Team analyzed the Project from the viewpoints of 1) Achievements of the Project, 2) Implementation Process, and 3) the Five Evaluation Criteria.

1) Achievements of the Project

Achievements of the Project were measured in terms of Inputs, Outputs, Project Purpose and Overall Goal in comparison with the Verifiable Indicators of the PDM (Ver.2). The below is the concept of PDM and definitions of each PDM terminology.

Project Design Matrix (PDM)

Narrative Summary of the Project	Verifiable Indicator	Means of Verification	Important Assumption
Overall Goal			
Project Purpose			
Outputs			
Activities	Inputs		
			Preconditions

Items in PDM	Definitions
Overall Goal:	The development effect expected as a result of the achievement of the project purpose in about 3-5 years after the project ends.
Project Purpose:	The objective that is expected to be achieved by the end of the project. It should be described as a specific benefit or impact given to the target group.
Outputs:	Outputs are objectives to be realized by the project in order to achieve the Project Purpose by implementing the series of project activities.
Activities:	Activities are specific actions intended to produce the outputs of the project by effective use of the Inputs. It is important to include the activities needed for monitoring and evaluation and those for the management of the project.
Important	Important Assumptions are conditions required for the success of a

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Assumption:	project but existing outside the control of the project.
Pre-Conditions:	Pre-Conditions are requirements prior to the launch of the project. Projects cannot be expected to succeed if they get started before pre-conditions are met.
Verifiable Indicators:	These are the indicators to verify the achievements of the Outputs, Project Purpose and Overall Goal. Indicators should be objectively verified.
Means of Verification:	This refers to the data source required to verify indicators.
Inputs:	Inputs are personnel, equipment, and costs required for each of the Project Activities.

2) Implementation Process

Implementation process of the Project was reviewed to see if the activities have been implemented according to the schedule outlined in the Plan of Operations (POO), and to see if the Project has been managed properly as well as to identify contributing and/or hampering factors that have affected the implementation process.

3) Evaluation based on the Five Evaluation Criteria

The Project is analyzed and evaluated based on the 5 Evaluation Criteria as described below:

Five Evaluation Criteria

1. Relevance	Whether Project Purpose and Overall Goal are consistent with the policies and needs of the governments (both counterpart and Japan), implementing agencies, target groups and so forth are assessed mainly from the viewpoints of 1) Necessity, 2) Priority and 3) Appropriateness of Means/Project Approach.
2. Effectiveness	How far the Project Purpose has been/is likely to be achieved as a result of Outputs produced and if there are any effects by important assumptions as well as factors of contributing/hampering in achieving the Project Purpose is assessed.
3. Efficiency	How Inputs are converted into Outputs, and whether Inputs have been provided in terms of quality, quantity, means and methods and timing are assessed by looking at achievements level of Outputs in light of the Inputs (costs), any synergy effects with other schemes and/or assistance from other donors, and any factors of contributing/hampering the efficient project implementation.
4. Impact	Whether there are any long term effects including direct or indirect, positive or negative, intended or unintended by looking at (prospects of) achievements of Overall Goal, any dissemination mechanism is planned, any effects on important assumptions, any factors of contributing/hampering the attainment of Overall Goal.

5. Sustainability	Whether effects brought by the project continue/sustain/grow after the termination of the assistance is assessed from the aspects of policy/institutional/legal, organizational, financial, technical and so forth including negative effects.
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Source: Translated from the JICA Guideline for Project Evaluation (2010)

2. ACHIEVEMENTS OF THE PROJECT

2-1 INPUTS

Japanese Side

1) Japanese Experts	A total of 9 experts (1 long-term, 8 short-term) have been fielded. For details, please see Annex-4.
2) Training in Japan	A total of 52 counterparts attended the UNAFEI Training in Japan from FY2009-FY2012. For details, please see Annex-5-1.
3) Visit to Uganda	A total of 4 C/Ps attended the short visit to UNAFRI in Uganda. For details, see Annex-5-2.
4) Visit to Ghana	A total of 3 C/Ps participated in the International Conference in Africa on Child Sexual Abuse in Ghana. For details, see Annex-5-3.
5) Visit to the Philippines	A total of 6 C/Ps attended the visit and observation tour in the Philippines on Parole and Probation Administration (PPA) and Volunteer Probation Aide (VPA). For details, see Annex-5-4.
6) Equipment	Office equipment as well as training equipment has been provided. For details, please see Annex-6.
7) Operational Costs	A total of 23,829,580Ksh has been spent up to 1 st quarter of FY2013 (as of June 2013). For details, please see Annex-7.

Kenyan Side

1) Counterpart personnel	A total of 36 personnel has been appointed as NIT members of the Project. A total of 6 personnel has been appointed as member of JCC, A total of 7 personnel has been appointed as members of SC. For details please see Annex-8.
2) Office and facilities	Office space has been allocated (Office for the long term expert and Office for a secretariat) in DCS with good condition.
3) Operational costs	In terms of cash, all the 5 JJAs has contributed as summarized below. Judiciary also met the cost participants' costs of Ksh. for Module III (Group 2).

Contribution by 5 JJAs(Cash/ Ksh.)				
DCS	Probation	Police	Prisons	Judiciary ¹
10,100,960	3,678,497	769,490	2,462,088	181,192

In addition, various support in kind (e.g. venues, transportation) has also been provided. For details, please see Annex-9.

2-2 OUTPUT

In order to achieve the Project Purpose, three (3) Outputs are specified in PDM of the Project. The achievement and review of each Output based on the verifiable indicators in the PDM is summarized as follows:

2-2-1 Output 1

Output 1	"Capability Target" for Standard CCPO is established.
Indicator	1-a) Necessary components of Capability Target for CCPO are clarified. 1-b) Criteria to evaluate CCPO are developed. <i>Note: Capability Target/Capacity Target used interchangeably</i>
Achievement	Output 1 is already achieved in light of the achievement of each PDM indicator.

Indicator 1-a) Necessary components of Capability Target for CCPO are clarified. *Achieved*

Necessary components of Capability Target for CCPO was clarified by Training Needs Assessment (TNA) in 2009 at the beginning of the Project. The following 5 components were identified as thematic areas covered in CCPO Training:

1. Juvenile Justice Procedure
2. Case Management
3. Rehabilitation/Treatment
4. Support Networking
5. Ethics, Responsibility and Quality Assurance

Capability Targets for each component were identified as attached in the (Annex-10).

Indicator 1-b) Criteria to evaluate CCPO are developed. *Achieved*

"The CCPO Service delivery Indicators in JJAs" as final version have been developed through several NIT retreats and meetings since July 2012 based on the original

¹ The Team was not able to get the detailed information from Judiciary which also met some operational costs as well as the above amounts (181,192 Ksh.) as participants' costs for Module III of Group 2 training.

indicators proposed by Situational Analysis on Juvenile Justice Administration in Kenya (Nov. 2011). The final indicators are attached to CCPO Training Management Manual which is currently in the final phase for publication. For the indicators, see Annex-11.

2-2-2 Output 2

Output 2	Quality of CCPO Training² is improved through Plan-Do-See process.
Indicators	2-a) Training Curriculum, materials and M&E tools are developed. 2-b) More than 20 CCPO trainers improve in the results of evaluation. 2-c) More than 150 CCPO complete Pilot CCPO Training. 2-d) At least 80 % of CCPO trainees improve in knowledge, skills and attitudes in evaluation report. 2-e) More than 150 immediate supervising officers participate in Supervision Workshops. 2-f) At least 80% of CCPO submit reports at end of each practicum. 2-g) At least 60% of supervising officers submit supervision reports at end of each practicum.)
Achievement	Output 2 is partially achieved in light of PDM indicators. While developing training resources has been achieved, target indicators in relation to training implementation are not fully achieved mainly due to delay in Group 3 training.

Indicator 2-a) Training Curriculum, materials and M&E tools are developed.

Achieved

The training curriculum, materials and M& E tools have been developed as per the list below:

- 1) CCPO Training Curriculum
- 2) Facilitators Manual (Module 1): Procedure in Juvenile Justice System
- 3) Facilitators Manual (Module 2): Skills in Case Management in Juvenile Justice System
- 4) Facilitators Manual (Module 3): Treatment Issues & CCPOs Quality Service Delivery
- 5) CCPO Training Management Manual (attached with various M&E tools and related materials)

The training curriculum and materials have been revised through a series of NIT

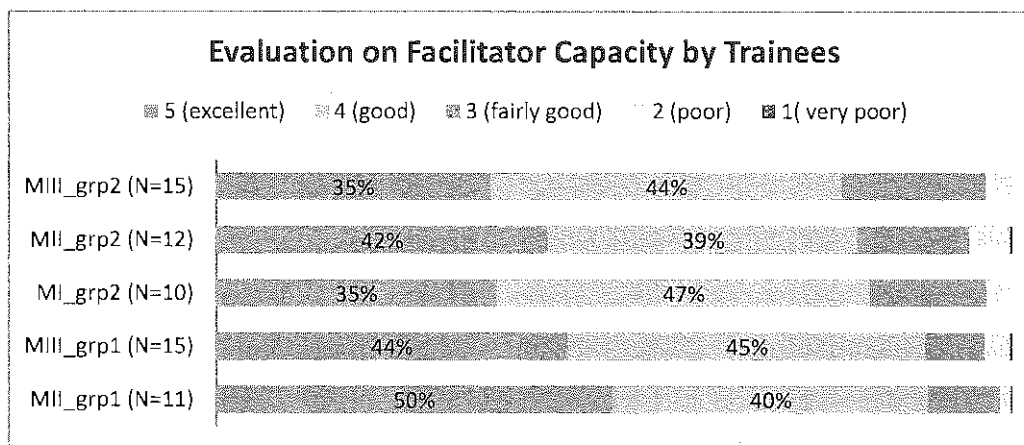
² CCPO training developed by the project is a combination of residential modules (2 weeks each) and practicums (Module I →OJT with Supervision (practicum 1) →Module II →OJT with Supervision (practicum 2) →Module III→OJT with Supervision (practicum 3) . The whole training per cycle requires about 1 year.

retreats/workshops in 2009 to 2013, some of them being attended by short-term experts from UNAFEI (United Nations Asia Far East Institute for the Prevention of Crime and the Treatment of Offenders), after holding the Validation Workshop in June 2013 attended by relevant officers from 5 JJAs, including those who work in training section and field offices. The Modules have been finalized in line with “joint training by 5 JJAs” as originally planned.

For details of 1) Curriculum and table of contents of 2) to 4) and table of contents including list of attachments of 5), please see Annex-12, Annex-13 and Annex-14 respectively.

Indicator 2-b) More than 20 CCPO trainers improve in the results of evaluation.
No precise data available/fairly achieved

Precise data to assess the above indicator is not available. This is because topics are taught by different trainers/facilitators, number of topics taken by a trainer is also diverse and therefore appropriate data to compare individual improvement is not available. By using other available data on the facilitators’ performance of the session evaluation results by trainees from Module I for Group1 to Module III for Group 2, it is found that majority of trainees rated 4 (good) & 5 (excellent) out of 5 point scale as shown in the below table. In addition, according to the interviews with trainees of Group 2, their satisfaction with trainers revealed quite high. Therefore, it is evaluated that trainers have demonstrated good capacity to facilitate the modules. A total of 29 trainers are listed and attached to the CCPO Training Management Manual as a pool of training resources.



These Trainers’ capacity has been developed in many ways including Training of Trainers (TOT), UNAFEI training in Japan, related retreats, workshops and meetings as well as very active involvement in the material development as mentioned above. The following is a list of TOT and events related to developing manuals for information.

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TOT	Participants	Timing
Training of Trainer	NIT (20)	09-13 Aug. 2010
Training of Trainer	NIT (15) * Only those who trained in Module II in Jan 2011	09-10 Dec. 2010
Training of Trainer	NIT (19)	20 -21 Aug. 2013
Other retreats/workshops and UNAFEI training for developing Facilitators Manuals (Module 1 to 3) and Training Management Manual		
1. Nov-2009	Naromoru Retreat	
2. Feb-2010	UNAFEI Training (NIT participated)	
3. May-2010	Naromoru Retreat	
4. Dec-2010	Nakuru (Bontana) Retreat	
5. Feb-2011	UNAFEI Training (NIT Participated)	
6. May-2011	Soi Retreat	
7. Nov-2011	Soi Retreat	
8. July-2012	Nanyuki Retreat	
9. Sept-2012	Nakuru Workshop	
10. Nov-2012	Kitengera Workshop	
11. Mar-2013	Mombasa Retreat	

Indicator 2-c) More than 150 CCPO complete Pilot CCPO Training.
Not likely to be achieved

A total of 102 (70 from Group 1 and 32 from Group 2) completed the CCPO Training out of a total of 130 target participants (80 in Group 1 and 50 in Group 2) as summarized in the table. Since Group 3 training has not started yet, the target of 150 by the end of project period will not be achieved.

CCPO Training: No. of participants and completers by JJA

		DCS	Probation	Prisons	Police	Judiciary	TOTAL
Group I	Started in Module I	39	17	9	9	5	79
	completed in Module II	38	16	9	4	3	70
	completed in Module III	36	16	9	9	0	70
	Graduation awarded	36	16	9	9	0	70
Group II	Started in Module I	27	7	6	5	5	50
	completed in Module II	26	6	6	5	5	48
	completed in Module III	25	6	6	5	4	46
	CCPO Certificate awarded	20	4	6	1	1	32
	acknowledgement of the attendance of CCPO Training awarded	6	2	0	4	3	15
Total	Graduation(completion)	56	20	15	10	1	102

Note: For group 1, "completed in Module III" is equivalent to graduation/completion.

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For group 2, certificate was awarded based on the combination of 3 criterion (attendance, report submission of practicum and results of knowledge assessment)

Originally, the target was set at 240 (80 participants x 3 Groups) but due to budget constraint, the number of participants were decreased in Group 2 &3 for 50 persons each. The target figure of completers (not participants) was revised at 150, based on the assumption that Group 1 to 3 trainings would be completed during the project period, which did not happen. The background reason will be explained in the next section (Implementation Process).

List of participants for G1 and G2 are attached in Annex-15. The CCPO residential training has been conducted as follows.

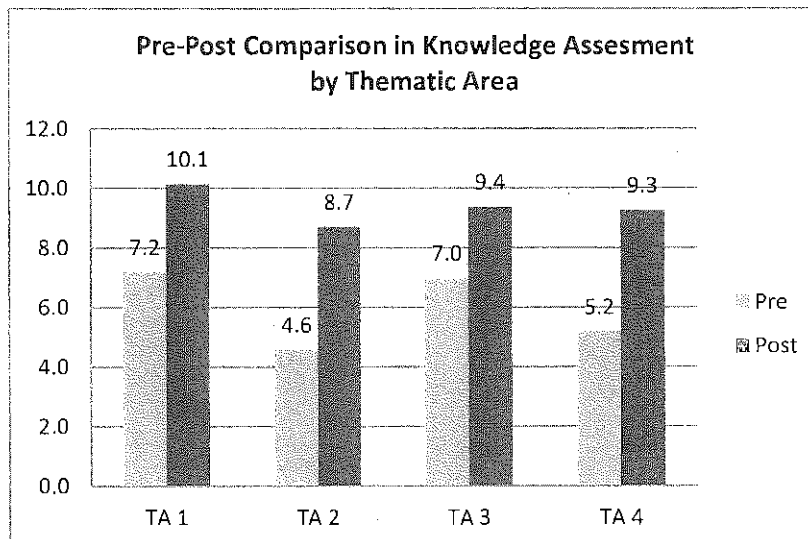
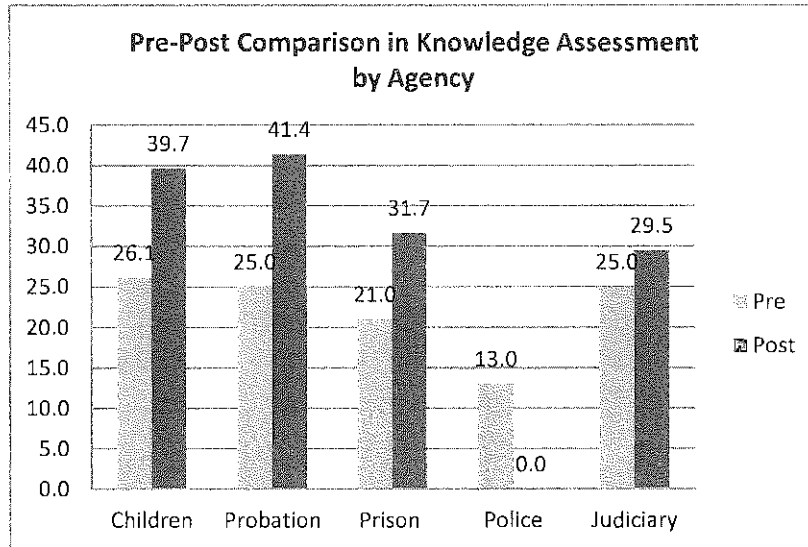
List of CCPO Residential Training

CCPO Residential Training	Timing
CCPO Training Module I Group I	09-16 Sep. 2010
CCPO Training Module II Group I	24 Jan.- 04 Feb. 2011
CCPO Training Module III Group I	22 Aug. - 02 Sep. 2011
CCPO Training Module I Group II	30 Jan.-10 Feb. 2012
CCPO Training Module II Group II	29 Jul.-10 Aug. 2013
CCPO Training Module III Group II	11 - 22 Feb. 2013

Indicator 2-d) At least 80 % of CCPO trainees improve in knowledge, skills and attitudes in evaluation report.

No precise data available/mostly achieved in knowledge aspect only confirmed

Precise data capturing the improvement in 3 domains of knowledge, skills and attitudes is not available. In using available data, it is found that knowledge aspect is improved. Pre-post comparison in knowledge assessment for Group 2 shows improvements as blow.



Note: Full marks by agency are 80 points. There is no post data available for Police because results of the assessment were invalid. For each thematic area, full marks are 20 each. In the Group 1, there was Thematic Area 5 which was dropped from the Knowledge Assessment for Group 2 as it is not much relevant. Although there are some questions added to thematic areas 1 to 4 in the assessment for post evaluation, the results of the same question items are only compared.

Indicator 2-e) More than 150 immediate supervising officers participate in Supervision Workshops.

Not achieved

Due to delay in Group 3 training, associated activities for their supervising offices have also been delayed. So far, a total of 65 officers participated either in UNAFEI training in

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Japan and/or in-country workshops³. No workshops have been conducted since May 2012.

Indicator 2-f) At least 80% of CCPO submit reports at end of each practicum.

Not achieved/ efforts appreciated

Report submission was obligated from Group 2 participants, and the following are the submission rates for 1st to 3rd practicum sessions.

Group2: 1st (64%), 2nd (74%), 3rd (62%)

Considering the assignments of practicum, their efforts in submitting the reports at above rates is appreciated. The CCPO Training practicum session aims to address the performance gaps in CCPO work places, and the knowledge, skills, and attitude which CCPOs acquire during the residential training are used to tackle the identified gaps. CCPOs develop an individual work plan to fill in the gaps in their services. Also, for strengthening the networks with other JJAs and stakeholders, they are required to do mapping of stakeholders in their working areas, and identify the local human resources in children sector in the areas. Developing a directory of stakeholders after identification is assigned to CCPOs in Practicum I. CCPOs are required to pick up one amongst several group assignments, in order to handle children cases with other stakeholders or generate preventive activities towards existing challenges against the best interest of the child as a team in their localities in Practicum II and III.

Indicator 2-g) At least 60% of supervising officers submit supervision reports at end of each practicum.

Not achieved/ report submission not necessarily important

Incorporating supervising officers as target for sensitization began from Group 2, and the following are the submission rate for 1st to 3rd practicum sessions.

Group 2: 1st (20%), 2nd (2%), 3rd (2%)

The above indicator was created to see the support from supervising officers to CCPO trainees in their working place for increasing the training efficacy, but in light of such purpose, report submission rates may not necessarily be an appropriate indicator. To supplement, according to CCPO trainees and Japanese expert, there are supervisors who support their CCPO trainees in the practicum sessions even without submitting the reports. In addition, in order to provide support to both CCPO trainees and their supervisors, the Project introduced “mentor (NIT members)” system that they visit CCPO and their supervising officers, help create good relationship between them and provide guidance to both of them. This is also appreciated by CCPO trainees for

³ The figure is amended from 73 counted at MTR to 65 as 8 of them attended both trainings.

increased understanding and support from their supervisors.

2-2-3 Output 3

Output 3	Management system for CCPO Training is developed
Indicators	3-a) Training Management Manual is developed for CCPO Training based on the lessons learned from implementation experience.
Achievement	Output 3 is achieved in light of PDM indicator. Try-out of utilizing the manual by NIT/secretariat for Group 3 will not be completed within the project period.

Indicator 3-a) Training Management Manual is developed for CCPO Training based on the lessons learned from implementation experience.

Achieved

CCPO Training Management Manual is developed and in the process of printing. The manual was drafted basically by NIT members. They compiled implementation experiences of pilot training for Group 1 and 2. In view of such process, the manual is owned by NIT members and will be usable by themselves.

However, try-out of management of whole cycle of CCPO Training using the manual is not likely to be completed within the project period as Group 3 training will not be completed nor even started as yet. If try-out could have been done, it would have been more effective.

2-3 PROJECT PURPOSE

Project Purpose	Training system achieving "Capability Target" for CCPO working with children in need of care and protection, and children in conflict with the law is developed. <i>Note: "system" here refers to a combination of modular cycle of theory and practicum.</i>
Indicators	(a) At least 90% Completion rate of CCPO Training is achieved. (b) Viable plan including finance, personnel and management mechanism for sustainable CCPO Training is developed.
Prospect of Achievement	Project purpose is not yet achieved in light of PDM indicators due to delay in Group 3 training and absence of viable plan for sustainable CCPO Training.

Indicator (a) At least 90% Completion rate of CCPO Training is achieved.

Not achieved due to delay in G3 training

The target figure of 90% was intended to apply to the completion rate of Group 3 CCPO Training because it was planned as the last pilot training in the Project and therefore was

expected to perform the best out of 3 pilots. However, due to the delay in commencing Group 3, the target is not achieved.

For information, completion rate for each Group 1 & 2 is 89% (70 completers out of 79 participants) and 64% (32 out of 50) respectively. Completion/graduation is awarded based on the different criteria between Groups. Group 2 applied much stricter criteria - the combination of 3 elements (attendance, report submission of practicum and results of knowledge assessment) whereas Group 1 applied basically attendance only.

Indicator (b) Viable plan including finance, personnel and management mechanism for sustainable CCPO Training is developed.

Not developed/to be prepared and agreed among the JJAs by the end of the Project

Any viable plan has not yet been drafted. The sustainability issue has been an important agenda as recommended in the MTR exercise. The issue was also extensively discussed during the UNAFBI training in Jan.-Feb. 2013. To date, no concrete plan agreed by all 5 JJAs has been in place. It is expected that the viable plan should be developed and an agreement is to be made by 5 JJAs and/or any other relevant signatories by the end of the Project.

2-4 OVERALL GOAL

Overall Goal	Quality of service provided by CCPOs in 5 Juvenile Justice Agencies is improved.
Indicators	(a) improvement in results of post-project survey using CCPO Training outcome indicators
Prospect of achievement	Overall Goal is to be assessed at post project period, but already a good sign of improvement in service provided by CCPO trainees is observed.

Indicator (a) Improvement in results of post-project survey using CCPO Training outcome indicators

Expected

Measuring the achievement of Overall Goal is premature because the Overall Goal is the goal to be achieved in 3 to 5 years after the Project. CCPO Training outcome indicators, namely CCPO Service Delivery Indicators in 5 JJAs (Annex-11), have been developed. Post-project impact survey is expected to be conducted by Kenyan side using the indicators.

In an attempt to assess the prospect of achieving the Overall Goal, there is a good sign of improvement in the quality of service provided by trained CCPOs according to the interviews with CCPO trainees, their supervising officers and reports from NIT and trainees. The following are examples of good impacts of CCPO Training collected from the interviews at Kisumu & Kakamega during the evaluation exercise:

- * Networking at field level among 5JJAs and other stakeholders very much

strengthened to increase awareness and proper handling of children's cases

- * A new format adopted at court to integrate all the information for a child case to ensure tracking whether the child is handled properly by other JJAs
- * Process of children cases expedited at court
- * Reduction of client absconding (escaping) & recidivism (repeating crimes) because of improved Individual Treatment Plan (ITP) and child-friendly handling at Bostal institutions

There are many more success stories associated with practicum exercises. Please see Annex-16.

3. IMPLEMENTATION PROCESS

3-1 PROGRESS OF ACTIVITIES

Many of the activities have been carried out as planned in the PDM and Plan of Operations (POO) with necessary adjustments. For POO and details of progress of activities, see Annex-17 & 18.

The following are the major activities that are delayed and/or not carried out as planned as of July 2013.

Activity 2-5	Group 3 CCPO Training not started as yet
Activity 2-7	Supervision workshops for supervising officers of Group 3 due to delay in Group 3 CCPO Training
Activity 2-8	Workshops for immediate supervisors of Group 3 due to delay in Group 3 CCPO Training

As listed above, major delays after the MTR are Group 3 CCPO Training and its associated activities for their supervising officers. Such delays were caused by a combination of many factors. One of the factors is delay of Group 2. In absence of SC decisions, budgetary arrangement has been delayed. Transfer of long-committed members of NIT after MTR also affected on the timely implementation of Group 2. On top of that, the general election in March 2013 and subsequent re-structuring of MGCSD and DCS has unfavourably impacted on Group 3 training. Another factor is less active function of the Secretariat who should facilitate planning and implementing CCPO Training. In July 2013, the G3 training issue was discussed in the Secretariat meetings and it is now planned to commence Module 1 in August 2013 (10 participants each for 5 JJAs). This is still subject to financial approvals.

Throughout the project period, a major factor causing delays of various activities is related to financial aspect. DCS and other partner JJAs have at best contributed both in cash and kind, but on ad-hoc basis from their general budget for training. The lack of budget allocation for project activities still remains unsolved issue with all 5 JJAs.



3-2 TECHNICAL TRANSFER/CAPACITY DEVELOPMENT

1) Method of capacity development for NIT

Method of capacity development for NIT members through implementing pilot CCPO Training has been found effective. NIT members have been actively involved in development of curriculum, facilitators' materials and M&E tools. They conducted residential trainings and provided supervision to CCPO trainees during the practicum sessions. They also played an integral role to prepare the comprehensive CCPO Training Management Manual. Throughout the process, technical inputs from Japanese experts have been provided with updated theories and very practical elements. In such way, NIT members have been involved in whole training management cycle based on the continuous and extensive reflections of Group 1 and Group 2 training experiences.

2) Coordination and secretariat function

Capacity of coordination and secretariat function was expected to be further developed. Strategically, such roles that JICA long-term Expert has performed to a great extent have been shifted to the Secretariat in view of sustainability after MTR. Kenyan side is now encouraged to take more initiatives in managing coming Group 3 training and onwards.

3-3 PROJECT MANAGEMENT

1) Project management structure of 3 levels

The project management structure of 3 levels (JCC, SC and NIT) appears not fully functioning particularly at decision making level. As for JCC, there found difficulties to hold meetings with good attendance of all the appointed members to make decisions. JCC was initially composed of Permanent Secretary of the 4 relevant Ministries and due to re-organization, currently Principal Secretary of the 2 relevant Ministries and Chief Registrar. Membership was designed purposely to be effective in dealing with policy matters of inter-ministerial and multi-sectoral issues like Juvenile Justice but has been observed to be not as effective as planned throughout the project period. The same situation applies to SC meetings, which was supposed to be held on quarterly basis, but held only once after MTR up to June 2013 in spite of the recommendations from MTR. There are also opinions about the question of membership of SC which is composed of different levels of officers. As discussed in MTR, SC was expected to function for actual decision making, and JCC authorizes their decisions. However, the situation did not improve after MTR.

2) Project management and implementation structure of 5 JJAs in partnership

Partnership in 5 JJAs has appeared to be effective in terms of quality assurance and effect of training instead of increased coordination costs. It produced synergy effects in developing high quality materials, trainers, etc. by maximizing each agency's knowledge and resources rather than doing by a single agency. CCPO Training

participants highly appreciate the unique opportunity of learning together with other JJAs that they should actually cooperate with in their duties on the ground. It can be concluded that such gains have surpassed the increased transaction costs required for coordinating 5 JJAs.

3) Communication

As pointed out in the MTR, communication from NIT to the members of JCC through the members of SC has still not been regular affecting the communication among the 5 JJAs at SC and JCC levels.

3-4 OWNERSHIP

1) Ownership at 3 level of management structure

Ownership among 3 levels of management structure, NIT is still remaining with the strongest. There is an impact of the transfers of some long-committed members; however, the most active body is still at implementation level.

2) Ownership at 5JJAs

Contribution and participation from partner JJAs have been increased compared to the time of MTR. Cost sharing of training costs for the participants from their own agencies was realized in the Module III of Group 2 training. Participation in training from Judiciary also increased. Police has officially appointed a secretariat member, which was absent at the MTR.

On the other hand, funding commitment has been declined with DCS. Initially, DCS did their best efforts to bear the training costs for the participants even from other agencies and providing most of the transportation from their general budget. However, all the costs of Group 2 training for their officers had to be met by JICA. The background reason for this is understood as change in priorities as budget cuts occurred due to other commitments.

4. RESULTS OF THE EVALUATION BY FIVE CRITERIA

4-1 RELEVANCE

Relevance is considered to be **High** for the following reasons.

1) Necessity & Priority/Relevance to policies and needs: *High*

- The Project is firmly consistent with policies of Government of Kenya. The political pillar of Kenya Vision 2030 aims at creating a democratic political system founded on issue-based politics that respects the rule of law, and protects the rights and freedoms of every individual in the Kenyan society. National Children's Policy sets goals based on the key pillars of Child Rights as articulated in the (UNCRC), 1989. Implementation of The Children Act (2001, which is under review at present and will be amended and harmonized with the new constitution) is also a

- governmental commitment in children matters relevant to the Project.
- The Project is also consistent with the present JICA Plan for country-specific program implementation for Kenya. The Project is under the priority area - Human Resource.
 - The Project is relevant to the necessity of the Kenyan society as well as the necessity of the target groups (CCPOs of 5JJAs) in terms of the training effect in matters of implementing the Children Act, the Constitution, and Kenya Vision 2030. The 5 JJAs have strong training needs as they do not have such comprehensive program addressing children's matter as CCPO Training does. DCS has a few weeks general induction training only. Partner JJAs have existing training programs which covers a little of such matters. Moreover, the CCPOs of 5 JJAs are required to coordinate in the field to deal with children's cases on a daily basis, but the lack of linkages between the agencies has been long perceived as an issue. The Project is quite relevant to addressing such needs.
 - Joint training needs continue to exist in 5 JJAs for their officers. In terms of size, there are only 102 officers who completed during the project period. The primary target of the Project was newly recruited COs of DCS. Since the number of COs recruited between 2007 and 2012 is a total of 277⁴, there still remains a good number of officers who should be trained. As for partner JJAs, they also have a strong need for more officers to be trained in a program like CCPO Training as all the Heads of partner JJAs expressed in the interviews. For example, all the magistrates are now "children magistrates" who should be conversant with the area. In Police, they introduced Gender & Children's Desk all over the country in 2003 and are currently setting up Child Protection Unit in police stations.

2) Appropriateness of project approach

2)-1. Unique approach of 5JJAs in partnership: *Ambitious but eventually realizing*

- In spite of the challenges found in the increased transaction costs, joint training by 5 JJAs has been very successful in pioneering to link CCPOs of different 5JJAs to fill the gaps on the ground. As mentioned earlier, there are good evidence that can substantiate the active networking which succeeded in connecting the mission linkage not only between agencies but also with other stakeholders.
- Partnership in 5 JJAs is also effective for increased training quality. Partnership has produced synergy effects in developing high quality materials, trainers, etc. by maximizing each agency's knowledge and resources.
- Adhering to the original idea of 5 JJAs in partnership is desirable in order to maintain the significance of CCPO Training. Although dividing the training modules (common for all 5 JJAs and specific for 3 JJAs) was recommended in MTR, favourable environment has emerged such as increased commitment from

⁴ Distribution of number of recruitment is 160 (2007), 17 (2008), 50 (2009/10), 50 (2011), zero (2012) according to DCS.

partner JJAs and Judiciary Reform⁵.

**2)-2. Training system of combination of modular cycle of theory and practicum:
*Effective and appropriate***

- The organization of CCPO Training cycle of both theory and practicum is found to be effective and appropriate. Practicum is a unique aspect of CCPO Training. As captured earlier, there are many success stories generated from the practicum sessions. All the CCPO trainees interviewed emphasized the significance of practicum sessions in terms of its effect on their learning as well as impact of quality of services on the ground.
- The concept of supervision/OJT which is originated from Japan, and customized in Kenyan context is found quite effective. In CCPO Training, OJT was conducted in the form of both preparing workplan by CCPO and providing supervision by NIT members (mentors) who visit and provide guidance to CCPO trainees and their immediate supervisors during their practicum sessions. Such supervision has contributed a lot to putting the trainees on the track and has increased effectiveness of training.

**2)-3. Exit strategy based on long history of collaboration between GoK & GoJ:
*Effective and appropriate***

- CCPO project is designed to be an exit project for the long collaboration between GoK & GoJ in the field of Juvenile Justice. The below shows a chronology of collaboration which dated back more than 20 years. The purpose of the collaboration has been evolved from introductory stage to development one, then operationalization and strengthening phases. Based on such foundations, CCPO Project was formulated, compiled outcomes of previous collaborations and finally has served its purpose of developing training system with necessary training resources for CCPOs.

Chronology of Collaboration between GOK and GOJ in Juvenile Justice

Projects and activities	Purpose
<u>1990~91</u> : UNAFEI Training in Japan	Introduction of Japanese Juvenile Justice system
<u>1997~2002</u> : Experts from UNAFEI <u>2000~2002</u> : UNAFEI Training in Japan	Juvenile Justice System development including National Standards & Volunteer Children Officer (VCO) system
<u>2003~2006</u> : Project for Crime Prevention Treatment of Delinquents in the JJ system*	

⁵ As part of the reform, Judiciary aims at strengthening collaboration with other stakeholders, the idea of which corresponds with the concept of CCPO training in partnership. The reform also captures an aspect of human resource development through Judiciary Training Institute (JTI).

2006~2009: Project for Crime Prevention, Rehabilitation and Protection of Vulnerable Children in Kenya*

Operationalizing and strengthening Juvenile Justice system

2009~2013: Project for Capacity Building of child Care and Protection Officers in Juvenile Justice System [CCPO Project]

developing training system for capacity development of CCPOs

Note: The two projects (2003~2006 & 2006~2009) are composed of short-term experts and UNAFEI Training in Japan.

4-2 EFFECTIVENESS

Effectiveness is considered to be **Medium to low but subject to preparing and agreeing on the viable plan by the end of Project** for the following reasons.

1) Prospect of Achievement of Project Purpose: *Not likely to be achieved without Viable Plan*

- The Project Purpose is not achieved in light of PDM indicators. The issue of institutionalization by 5 JJAs of CCPO Training is still under initial discussions. It has to be emphasized that CCPO Training itself demonstrated good quality. Effective training system has been developed including good resources (materials and personnel). However, the most critical aspect in relation to the achievement of Project Purpose is the development of the viable plan including finance, personnel and management structure for sustainability, which is not developed.

2) Threats observed/Important Assumptions

- In relation to the effect of administrative reforms under new constitution, impact of county system is still unknown at transitional stage, but there are effects already observed on budget cuts and delays of work at some JJAs.
- Major impact of restructuring government after the general election in March 2013 is related to MGCSD and DCS— the signatory of Record of Discussions of CCPO Project between GoK & GoJ. MGCSD is no longer existent and DCS is now under the Ministry of Labour, Social Security and Services.

4-3 EFFICIENCY

Efficiency is considered to be **Medium** for the following reasons.

1) Achievement of Outputs: *Output 2 partially achieved*

- Output 2 is partially achieved due to delay in Group 3 training and associated activities. Such situation has affected on the achievement of Project Purpose.

2) Inputs: *Mostly appropriate except for budget from GoK*

- Various inputs (personnel, budget, equipment etc.) have been mostly appropriate from both Kenya and Japan in terms of quantity, quality and timing but with an exception. Budget from GoK has been still unstable in terms of quantity (not

adequate as planned) and timing. The increased financial contribution from 4 partner JJAs after MTR is however acknowledged.

4-4 IMPACT

Impact is considered to be **Potentially High if CCPO Training continues** for the following reasons:

- 1) Prospect of achievement of Overall Goal: **Highly potential**
 - As captured earlier, improvement in quality of services provided by CCPOs have already been observed in many cases. Achieving Overall Goal is highly potential if CCPO Training continues in combination of theory and practicum with an element of sensitization of immediate supervisors in collaboration of 5 JJAs.
- 2) Ripple Effects: **Positive effects observed**
 - Some JJAs have integrated a part of curriculum of CCPO project into their existing training programs. For example, Police Academy reflected matter of children in their curriculum. Probation has a future plan to establish Diploma program for all probation officers, and the Senate approved in June 2013 its curriculum which also incorporated parts of CCPO Training Curriculum.
 - Developing “Through Care/Aftercare Standard Guidelines” has been underway in collaboration with 4 JJAs inspired by CCPO project. As part of the initiative, in preparation for a planned symposium, meetings both at higher as well as implementation levels are actively organized.

4-5 SUSTAINABILITY

Sustainability is considered to be **Uncertain but potential if necessary measures are taken** for the following reasons:

- 1) Policy/institutional aspect: **Policy likely to continue favourably but future management structure on CCPO Training not clarified**
 - Overall, relevant national policy settings are likely to continue favourably as already captured in the related policies of GoK. It is not possible to project the long term impact of devolving government system and restructuring of MGCS and DCS at this moment, but it may be a threat in terms of sustainability.
 - Future management structure on CCPO Training is not yet clarified. Since there is only 2 months left before the project completion, this also poses a question of sustainability.
- 2) Financial aspect: **Uncertain**
 - Financial sustainability is uncertain at all 5 JJAs due to lack of budget line and challenges of devolution. Concrete measures to finance the necessary budget have not been taken yet. In addition, devolution threatens budget cuts in agencies.

3) **Technical aspect: NIT members developed and demonstrated capacity**

- NIT members have developed good capacity to become technically independent. Capacity requiring for conduct training as trainers, developing and updating materials as material developer and giving supervision as mentors have been well developed with them. NIT members can carry out the CCPO Training by themselves as they have already demonstrated.

5. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

5-1 CONCLUSIONS

The conclusion of the evaluation is summarized as follows:

Summary of Five Evaluation Criteria

Criteria	Evaluation Results
1. Relevance	High
2. Effectiveness	Medium to low but subject to preparing and agreeing on the viable plan by the end of Project
3. Efficiency	Medium because of unstable funding & coordination costs
4. Impact	Potentially High if CCPO Training continues
5. Sustainability	Uncertain but potential if necessary measures are taken

In conclusion, the genuine purpose of the Project is unfortunately not achieved in the absence of the viable plan for sustainability. The Project has developed very effective training program addressing Capacity Targets for CCPOs and good resources (materials and human) through pilot trainings for 2 targeted groups. Moreover, final outcomes of CCPO Training are already observed in improved services provided by CCPO trainees with good potential to reaching the ultimate target – children in needs of care and protection, and children in conflict with the law in Kenya. These are very commendable achievements as the Team congratulates. However, the most critical aspect is related to the sustainability issue. Since initial discussions on the development of viable plan are now underway, it is expected to be further accelerated in the remaining project period.

5-2 RECOMMENDATIONS

The Team recommends the following:

- 1) **Viable plan including finance, personnel and management mechanism for sustainable CCPO Training is developed by the end of the Project (Sept. 2013)**

In order to achieve the most critical aspect of the Project Purpose, it is strongly

recommended that a viable plan including finance, personnel and management mechanism for sustainable CCPO Training should be developed by the end of the Project. First, by capturing the cost implications, how to meet the costs needs to be clarified. Personnel required conducting the whole cycle of training including coordination and administration should be well examined. At the same time, as the current 3 level of management structure comprised of JCC, SC and NIT is a project setting between GoK and JICA, it is also encouraged to come up with a viable management structure that ensures sustainable CCPO Training.

In this context, NIT developed a proposal regarding how the CCPO Training can be institutionalized through meetings on 17th and 24th July 2013. The proposal was presented in the SC meeting on 29 July 2013. In response, Secretary for Children's Affairs (Chair of SC) expressed a strong commitment to sustaining the CCPO Training in collaboration of 5 JJAs including necessary financial arrangements, and concurred on the preparation of the viable plane capturing finance, personnel and management structure. The Team expects that the process will be facilitated by such initiative based on the SC decision.

2) An agreement among 5JJAs and relevant agency is created to make the plan viable

An agreement among 5JJAs and, if necessary other relevant agencies, needs to be created to make the plan viable. If GoK intends to continue CCPO Training in partnership by 5 JJAs, it is recommended to have a joint agreement that captures all the necessary aspects of roles and responsibilities including financial contributions.

3) Preparation for Group 3 Training needs to be accelerated with an initiative from the Secretariat

Preparation for Group 3 training needs to be accelerated. It is planned to start in August 2013 but details are not well discussed and agreed including financial contributions. The Secretariat is encouraged to take more initiative and responsibility to facilitate the process and coordination. This is also discussed and incorporated into the viable plan as Group 3 training, once started, will continue about 1 year after the project completion.

5-3 LESSONS LEARNED

Lessons learned from the inter-ministerial/multiple-agency project like CCPO project are as follows:

1) Project management structure and/or membership for decision making bodies (JCC, SC) to be well thought in the beginning of the project.

Project management structure including its membership from each agency is a matter of requiring a lot of consideration to make the structure workable. In CCPO Project, the

idea was appropriate in terms of involving high ranking officials for decision making bodies like JCC and SC, but there should have been balanced representation among agencies in terms of its position in order to make the forum function.

2) An agreement to be made among inter-agencies in the beginning of the project

The roles and responsibilities including financial commitments from all the participating ministries and agencies should be well discussed, and an agreement needs to be made at the time of project formulation. The lack of agreement by all the participating agencies has affected on the reluctance of official commitment including financial contributions in CCPO Project. Relevant ministries and agencies may well have to be included as signatories in the M/M and R/D of the similar organization of project.

3) Ambitious project design that succeeded by addressing the very relevant issues and meeting the needs of multiple-agencies

Usually, there are more challenges with a project of multiple-agencies compared to one with a single agency as a counterpart. However, it can be still successful if the project addresses the very relevant issues of all the engaged agencies, and actually meets their common needs which can be better catered if coordinated efforts are realized. As has been seen in CCPO Project, concerns about the gaps between 5JJAs Juvenile Justice have been recognized by all. This has kept their commitment throughout the project period.

(END)

ケニアの少年司法制度に対する国連アジア極東犯罪防止研修所の支援活動について

1989年度（平成元年度）

📖本邦研修①「第1回ケニア保護観察官・児童専門官研修」

参加者10名（保護観察官5名，児童専門官5名）

H2. 2. 28～H2. 3. 23（約4週間）

（主な内容）

- ・ 教官等による日本の少年司法制度に関する講義
- ・ 日本の少年司法関連施設の見学
- ・ 日本の保護観察官，保護司との懇談会

1991年度（平成3年度）

📖本邦研修②「第2回ケニア保護観察官・児童専門官研修」

参加者5名（保護観察官2名，児童専門官3名）

H3. 5. 7～H3. 5. 30（約4週間）

（主な内容）

- ・ 教官等による日本の少年司法制度に関する講義
- ・ 日本の少年司法関連施設の見学
- ・ 日本の保護司との懇談会

その後，ケニア側の国内事情により支援は一旦停止したが，ケニアの児童局が日本に対して青少年犯罪防止分野での短期専門家の派遣要請を行ったことを契機として，1997年から継続的に教官を2名程度 JICA の短期専門家として派遣し，同国の児童局に対して各種の支援活動を開始するようになった。当初は5カ年計画であった。

1997年度（平成9年度）

➔教官派遣① H9. 10. 5～H9. 10. 18（約2週間） 2名（社会内処遇，施設内処遇）

（主な活動と成果）

- ・ 児童専門官を対象とした非行予防及び非行少年処遇に関するセミナーに参加（日本の犯罪・非行少年処遇制度に関する講義，ケニアの少年司法制度向上のための基本提言及び短・中期目標の策定）

1998年度（平成10年度）

➔教官派遣② H10. 7. 27～H10. 10. 3（約9週間） 1名（社会内処遇）

(主な活動と成果)

- ・ 地域及び施設における非行防止活動及び処遇活動に関する実態調査, 関係機関との協議, ワークショップの開催
- ・ パイロットプロジェクトの作成 (未完)

1999 年度 (平成 11 年度)

→教官派遣③ H11. 8. 15～H11. 10. 5 (約 7 週間) 2 名 (社会内処遇, 施設内処遇)

(主な活動と成果)

- ・ 児童専門官事務所の運営改善
- ・ 児童保護司制度の導入準備
- ・ 地区児童助言委員会の活性化
- ・ 認可学校 (現在の更生学校) の運営改善 (ダゴレッティモデルの創設)
- ・ 児童専門官の執務マニュアルの策定 (未完)
- ・ 活動成果を広報・普及するためのワークショップの開催

上記の短期教官派遣による成果の定着と制度の一層の充実を図るため, 2000 年度からは, 日本国内で実施するケニア非行少年処遇制度研修 (本邦研修) も開始した。本邦研修は, 3 年一区切りで, 2000 年度から 2002 年度までが第 1 フェーズとされた。

2000 年度 (平成 12 年度)

→教官派遣④ H12. 7. 16～H12. 8. 25 (約 6 週間) 2 名 (社会内処遇, 施設内処遇)

(主な活動と成果)

- ・ 児童保護司制度の導入 (キスム, ダゴレッティ)
- ・ 児童専門官の業務改善
- ・ 少年鑑別所の運営改善 (ナイロビ少年鑑別所を核とした改善)
- ・ 活動成果を広報・普及するためのワークショップの開催

📖本邦研修③「第 1 回ケニア非行少年処遇制度研修」

H12. 9. 25～H12. 10. 2 (約 4 週間)

参加者 9 名 (児童局職員 8 名, 地区児童諮問委員 1 名)

(主な内容と成果)

- ・ 教官等による日本の少年司法制度に関する講義
- ・ 研修参加者による発表
- ・ 日本の少年鑑別所, 少年院, 保護観察所における実習
- ・ 保護司との座談会

- ・ 日本の少年司法及び児童福祉関連施設の見学
- ・ ケニアにおける行動計画の策定

2001年度（平成13年度）

→教官派遣⑤ H13. 7. 24～H13. 9. 14(約7週間) 2名(社会内処遇, 施設内処遇)
(主な内容と成果)

- ・ 児童局の全国基準6本の策定・施行(組織, 事件事務管理, 監査等)
- ・ 「児童専門官及び児童保護司のためのマニュアル」作成・発刊
- ・ 認可学校の運営改善(ワムム認可学校)
- ・ 施設内処遇に関する全国基準の策定(未完)
- ・ 活動成果を広報・普及するためのワークショップの開催

📖本邦研修④「第2回ケニア非行少年処遇制度研修」

H13. 10. 29～H13. 12. 2 (約5週間)

参加者9名(児童局職員)

(主な内容と成果)

- ・ 教官等による日本の少年司法制度に関する講義
- ・ 研修参加者による発表
- ・ 日本の少年鑑別所, 少年院, 保護観察所における実習
- ・ 保護司との座談会
- ・ 日本の少年司法及び児童福祉関連施設の見学
- ・ ケニアにおける行動計画の策定

ケニアにおいて, 児童法が2001年に成立し, 2002年から施行された。

2002年度（平成14年度）

→教官派遣⑥ H14. 7. 24～H14. 8. 25(約5週間) 2名(社会内処遇, 施設内処遇)
(主な内容と成果)

- ・ 2001年に策定・施行した全国規準の実施状況の監査
- ・ 2001年に策定・施行した全国規準の修正, 改訂, 追加施策の実施
- ・ 児童局の全国基準の新規策定(児童保護司, 児童専門官及び児童保護司の研修, 継続的処遇等に関するもの)
- ・ 児童専門官及び児童保護司の研修制度の確立
- ・ 「児童専門官及び児童保護司のためのマニュアル」改訂
- ・ 全国基準・マニュアル・様式書類の印刷・配布(全国の児童専門官事務所, 更生学校, 少年鑑別所)

- ・ 「少年鑑別所及び更生学校におけるアセスメントと分類ガイドブック」の作成
- ・ 少年鑑別所におけるオリエンテーション資料，自己記述式問診票，課題作文集等の整備
- ・ 活動成果を広報・普及するためのワークショップの開催

📖本邦研修⑤「第3回ケニア非行少年処遇制度研修」

H14. 10. 22～H14. 11. 23（約4週間）

参加者9名（児童局職員）

（主な内容と成果）

- ・ 教官等による日本の少年司法制度に関する講義
- ・ 研修参加者による発表
- ・ 日本の少年司法機関・施設における実習
- ・ 日本の少年司法及び児童福祉関連施設の見学
- ・ 日本の保護司との座談会
- ・ ケニアにおける行動計画の策定

2003年から2006年までを期間とした「青少年犯罪防止（警察・裁判，更生保護，矯正）」と題するJICAプロジェクトとして支援が継続された。本邦研修は第2フェーズに入り，ケニア側が自らの手で人材育成を図ることができるよう指導者の育成に研修の重点が移った。

2003年（平成15年度）

→教官派遣⑦ H15. 7. 22～H15. 8. 13（約3週間）3名（警察・裁判，社会内処遇，施設内処遇）

（主な内容と成果）

- ・ 警察・裁判所における少年事件の取扱いや児童法の実施状況についての調査
- ・ 少年司法関係機関の協力体制に関する実地調査
- ・ 警察・裁判所・児童局間の協力体制構築のためのタスクフォース設置
- ・ 本邦研修に関する警察・裁判関係の支援・協力の枠組みの策定
- ・ 児童局（児童保護司も含む），警察，裁判所を対象とした全国ワークショップの開催（教官は講義，助言等）
- ・ 全国基準，マニュアルの改訂支援（監査，児童保護司に関するもの，様式類など）
- ・ 管区・地区児童専門官事務所及び児童保護司に関する実地調査

- ・ 「児童専門官・児童施設職員・児童保護司のためのマニュアル」策定
- ・ 児童保護司のためのハンドブックの印刷・配布
- ・ 全国基準の策定（更生学校処遇規則）
- ・ 継続的処遇の実施体制の構築
- ・ 児童専門官・児童保護司に対する体系的研修制度の充実
- ・ 少年鑑別所・更生学校の実情調査
- ・ 全国セミナーの開催
- ・ 制度運用について改善すべき事項の勧告

📖本邦研修⑥「第4回ケニア非行少年処遇制度研修」

H15. 10. 28～H15. 11. 30（約5週間）

参加者10名（児童局職員7名，裁判官1名，警察官1，児童保護司1名）

（主な内容と成果）

- ・ 教官による日本の少年司法制度に関する講義
- ・ 研修参加者による発表
- ・ 日本の少年鑑別所，少年院，保護観察所における実習
- ・ 日本の少年保護関係機関の見学
- ・ 日本の保護司との座談会
- ・ ケニアにおける行動計画の策定

2004年度（平成16年度）

→教官派遣⑧ H16. 7. 26～H16. 8. 18（約4週間）3名（警察・裁判，社会内処遇，施設内処遇）

（主な内容と成果）

- ・ 全国基準・行動計画に基づく児童局業務の改善支援（実地調査，問題点の分析，幹部に対する指導助言，児童局あての勧告）
- ・ 児童局と関係機関の間の協力体制の基礎的部分の構築
- ・ 児童局以外の関係機関も参加する全国セミナーの開催（教官等の講義，分科会討議，各分科会による勧告）
- ・ JICA ケニア事務所と児童局間で調印されるミニッツの作成準備と調印への立会い（2003年からの3年間の技術支援プロジェクト）

📖本邦研修⑦「第5回ケニア非行少年処遇制度研修」

H16. 10. 5～H16. 11. 5（約5週間）

参加者16名（児童局職員7名，保護局職員2名，矯正局職員2名，裁判官2名，警察職員2名，児童保護司1名）

(主な内容と成果)

- ・ 教官による日本の少年司法制度に関する講義
- ・ 研修参加者による発表
- ・ 日本の少年鑑別所，少年院，保護観察所における実習
- ・ 日本の少年保護関係機関の見学
- ・ 日本の保護司との座談会
- ・ ケニアにおける行動計画の策定

2005年度（平成17年度）

→教官派遣⑨ H17. 6. 28～H17. 8. 31（約10週間）4名（警察・裁判，社会内処遇，施設内処遇）

(主な内容と成果)

- ・ 更生学校に対する技術指導（マチャコス，ワムム，ゲタスル，キリギティ）
- ・ 少年鑑別所に対する技術指導（ニエリ，カカメガ）
- ・ 女子児童保護に係る政策及び法制度に関する研修会への参加
- ・ 教育・訓練施設における児童及び青年の退所に係る方策に関するフォーラム参加
- ・ 児童保護司研修への参加
- ・ 全国ワークショップ（2日間）の開催

📖本邦研修⑧「第6回ケニア非行少年処遇制度研修」

H17. 10. 11～H17. 11. 12（約4週間）

参加者16名（児童局職員7名，保護局職員2名，矯正局職員2名，裁判官2名，警察職員2名，児童保護司1名）

(主な内容と成果)

- ・ 教官による日本の少年司法制度に関する講義
- ・ 研修参加者による発表
- ・ 日本の少年鑑別所，少年院，保護観察所等における実習
- ・ 日本の少年保護関係機関の見学
- ・ 保護司との座談会
- ・ ケニアにおける行動計画の策定

2006年7月20日から2009年5月19日までを期間とした「特別な配慮を要する子どもの犯罪防止，リハビリテーション及び保護（Crime Prevention, Rehabilitation and Protection of Vulnerable Children in Kenya）」と題す

る JICA プロジェクトとして支援が継続された。

2006 年度（平成 18 年度）

→教官派遣⑩ H18. 8. 6～H18. 9. 10（約 5 週間） 2 名（社会内処遇，施設内処遇）
（主な内容と成果）

- ・ 地区諮問会議（児童保護司選定会議を含む）への出席及び助言指導
- ・ 児童保護司に対する指導者研修の実施
- ・ 分類を担当する担当する施設職員に対する研修の実施
- ・ 全国ワークショップ（2 日間）の開催

📖本邦研修⑨「第 7 回ケニア非行少年処遇制度研修」 4 週間

H18. 10. 5～H18. 11. 2（約 4 週間）

参加者 16 名（児童局職員 7 名，保護局職員 2 名，矯正局職員 2 名，裁判官 2 名，警察職員 2 名，児童保護司 1 名）

（主な内容と成果）

- ・ 教官による日本の少年司法制度に関する講義
- ・ 研修参加者による発表
- ・ 日本の少年鑑別所及び少年院における実習
- ・ 日本の少年保護関係機関の見学
- ・ 保護司との懇談会
- ・ ケニアにおける行動計画の策定

2007 年度（平成 19 年度）

→教官派遣⑪ H19. 7. 28～H19. 9. 1（約 5 週間） 2 名（社会内処遇，施設内処遇）
（主な内容と成果）

- ・ 少年司法制度に関するワークショップにおける講義（児童局の全国基準，児童保護司制度，日本の保護司制度）
- ・ 児童保護司全国指導者研修における講義（継続的処遇，日本の保護司制度，面接技法，鑑別・処遇技法等）
- ・ 新任児童保護司及び地区諮問会議委員に対する講義
- ・ 児童保護司の行動規範の草案作成
- ・ 少年鑑別所における処遇規則及びアセスメント規則の改訂支援
- ・ 少年関係の文書・通達ファイル集案の作成
- ・ 全国ワークショップへの開催支援
- ・ 児童局に対する業務改善のための勧告

📖本邦研修⑩「第8回ケニア非行少年処遇制度研修」

H19.10.10～H19.11.9（約4週間）

参加者11名（児童局職員5名，保護局職員1名，矯正局職員1名，裁判官2名，警察職員1名，児童保護司1名）

（主な内容と成果）

- ・ 教官による日本の少年司法制度に関する講義
- ・ 研修参加者による発表
- ・ 日本の少年鑑別所，少年院における実習
- ・ 日本の少年保護関係機関の見学
- ・ 保護司との懇談会
- ・ ケニアにおける行動計画の策定

2008年度（平成20年度）

→教官派遣⑫ H20.7.27～H20.9.5（約5週間）2名（社会内処遇，施設内処遇）

（主な内容と成果）

- ・ 児童保護司の行動規範の作成支援
- ・ 保護局に対する保護司制度構築支援
- ・ 児童保護司研修における講義（児童保護司の行動規範，児童保護司の組織化等）
- ・ 施設内処遇関係の全国基準等の改訂作業支援
- ・ 更生学校職員に対する講義（基本的な行動コントロール法，感情コントロール法）
- ・ 全国実務者ワークショップ（3日間）への参加

📖本邦研修⑪「第9回ケニア非行少年処遇制度研修」

● 政策決定者向けコース H20.11.3～H20.11.15（約2週間）

参加者4名（ジェンダー省次官補，保護局長，矯正局次長，警察庁次長）

（主な内容と成果）

- ・ 教官による日本の少年司法制度に関する講義
- ・ 研修参加者による発表
- ・ 日本の少年保護関係機関の見学
- ・ 組織関連に関する協議
- ・ 保護司との懇談会

● 実務者向けコース H20.11.3～H20.11.28（約4週間）

参加者約8名（児童局職員2名，保護局職員1名，矯正局職員1名，裁判官1名，裁判所職員1名，警察職員1名，児童保護司1名）

(主な内容と成果)

- ・ 教官による日本の少年司法制度に関する講義
- ・ 研修参加者による発表
- ・ 日本の少年鑑別所における実習
- ・ 日本の少年保護関係機関の見学
- ・ 組織関連に関する協議
- ・ 保護司との懇談会
- ・ ケニアにおける行動計画の策定

2009年度(平成21年度)

→教官派遣⑬ H21.7.27～H21.8.7(約2週間) 2名(社会内処遇, 施設内処遇)

(主な内容と成果)

- ・ 新規プロジェクト詳細計画確定調査
- ・ 少年保護関連職員能力向上プロジェクトの計画案策定

2009年10月から2013年9月までを期間として、「少年保護関連職員能力向上プロジェクト (Project for Capacity Building of Child Care and Protection Officers in Juvenile Justice System)」と題するJICAプロジェクトとして支援が継続されることになった。なお、このプロジェクトのために、JICAはケニアに常駐する長期専門家1名を採用することになった。

→教官派遣⑭ H21.10.5～H21.12.11(約9週間) 2名(社会内処遇, 施設内処遇)

(主な内容と成果)

- ・ 少年保護関連職員(CCPO)研修に係る Joint Co-ordination Committee, Steering Committee の開催
- ・ CCPO 研修実施体制の確立プロジェクトの2009年度分の詳細活動計画 (Annual Plan of Operation) 作成
- ・ CCPO training needs の原案作成
- ・ Capability Targets の原案作成
- ・ CCPO 研修カリキュラム及びマニュアル原案作成
- ・ CCPO 研修カリキュラム骨子策定のための Intensive Workshop への出席

JICA 長期専門家として橋場美奈氏が採用され、ケニアの児童局に常駐するようになった。

📖本邦研修⑫「第10回ケニア非行少年処遇制度研修」

H22. 2. 11 ～H22. 3. 12 (約4週間)

参加者12名(児童局職員5名, 保護局職員3名, 矯正局職員1名, 裁判官2名, 警察官1名) + JICA 長期専門家

(主な内容と成果)

- ・ 教官による日本の少年司法制度に関する講義
- ・ 海外客員専門家による講義(①英国の少年司法・処遇制度, ②少年保護職員の研修)
- ・ 研修参加者による発表
- ・ 日本の少年保護関係機関の見学
- ・ 保護司との意見交換会
- ・ ケニアにおける行動計画の策定(少年司法, 処遇及び職員研修)

2010年度(平成22年度)

→教官派遣⑮ H22. 7. 31～H22. 9. 12 (約6週間) 2名(社会内処遇, 施設内処遇)

(主な内容と成果)

- ・ CCP0 研修指導者研修への支援(講義の実施を含む。)
- ・ OJT スーパーバイザー・ワークショップの準備及び支援
- ・ CCP0 パイロット研修(集合研修)の準備段階及び実施段階における支援
- ・ CCP0 パイロット研修(集合研修)の課題抽出・分析・助言
- ・ CCP0 パイロット研修レビューワークショップの実施支援
- ・ CCP0 パイロット研修カリキュラム・教材の課題抽出・分析・改訂作業支援
- ・ CCP0 パイロット研修(Supervision)の計画策定支援
- ・ 今後のトレーナー向け研修内容の検討及び計画策定支援

📖本邦研修⑬「第11回ケニア非行少年処遇制度研修」

H23. 2. 13～H23. 3. 11 (約4週間)

参加者15名(児童局職員5名, 保護局職員4名, 矯正局職員2名, 裁判官2名, 警察職員2名)

(主な内容と成果)

- ・ 教官による日本の少年司法制度に関する講義
- ・ 海外客員専門家による講義(①少年保護職員の人材構築, ②少年非行処遇におけるケースマネジメント)

- ・ 国内専門家による講義
- ・ 研修参加者による発表
- ・ 日本の少年保護関係機関の見学
- ・ 処遇技法の実習
- ・ 保護司との意見交換会
- ・ ケニアにおける行動計画の策定（研修制度向上）

2011年度（平成23年度）

→教官派遣⑯ H23. 8. 5～H23. 9. 10（約6週間）2名（社会内処遇，施設内処遇）
（主な内容と成果）

- ・ 研修運営への参加・実施を通じての今後の改善点等についての助言
- ・ CCP0研修教材の準・完成版に対する作成支援・助言
- ・ ベースライン・サーベイ指標策定に対する助言
- ・ CCP0研修生終了時理解度確認アンケート（テスト）作成
- ・ 質問票作成等への助言

📖本邦研修⑭「第12回ケニア非行少年処遇制度研修」

H24. 2. 12～H24. 3. 9（約4週間）

参加者14名（児童局職員6名，保護局職員4名，矯正局職員2名，裁判官1名，警察職員1名）

（主な内容と成果）

- ・ 教官による日本の少年司法制度に関する講義
- ・ 海外客員専門家による講義（①少年司法に関する国際準則，②少年非行処遇におけるケースマネジメント）
- ・ 国内専門家による講義
- ・ 研修参加者による発表
- ・ 日本の少年保護関係機関の見学
- ・ 保護司との意見交換会
- ・ OJTマニュアルの作成

2012年度（平成24年度）

→教官派遣⑰ H24. 7. 26～H24. 8. 30（約5週間）1名（社会内処遇）

（主な内容と成果）

- ・ CCP0研修教材(Common & Specific Units)に対する質的改善に向けた支援
- ・ CCP0研修の配布資料とモジュールの内容を統合する作業の支援

- ・ 知識Assessment（第2版）の内容に対する質的改善に向けた支援
- ・ CCP0研修の成果指標に対する質的改善に向けた支援

📖 本邦研修⑮「第13回ケニア非行少年処遇制度研修」

H25. 2. 27～H25. 3. 22（約4週間）

参加者 11名（児童局職員4名，保護局職員3名，矯正局職員2名，裁判官1名，警察職員1名）

（主な内容と成果）

- ・ 教官による日本の少年司法制度に関する講義
- ・ 国内専門家による講義
- ・ 研修参加者による発表
- ・ 日本の少年保護関係機関の見学
- ・ 保護司との意見交換会
- ・ 継続的処遇に関する研修教材の作成

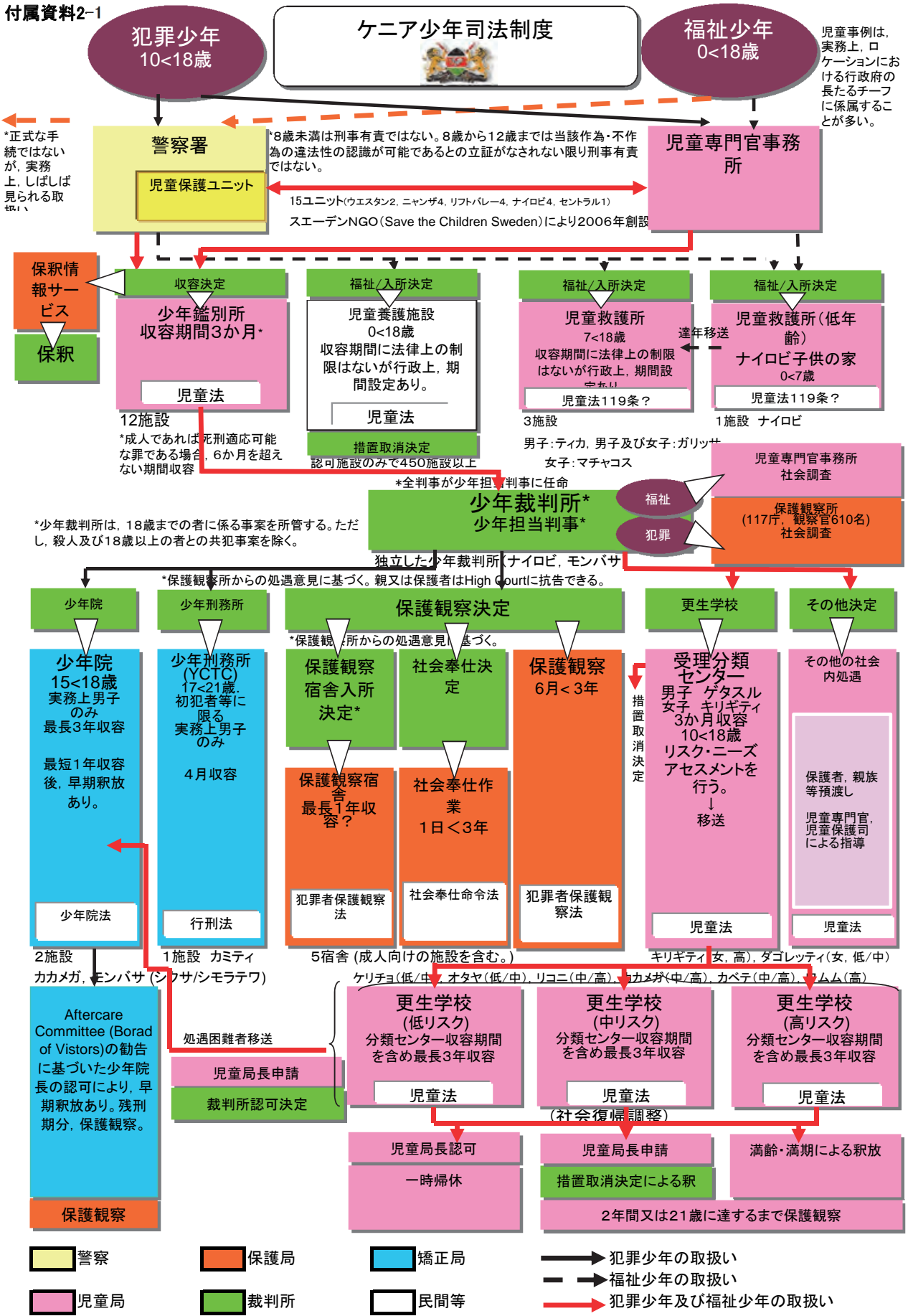
2013年度（平成25年度）

→ 教官派遣⑯ H25. 7. 22～H25. 8. 23（約5週間） 1名（社会内処遇）

（主な内容と成果）

- ・ 終了時評価コンサルタントに対する過去のアジ研支援に関する情報の提供
- ・ 合同調整委員会（JCC），継続的処遇に関するフォーラム，N I T会議におけるアジ研による支援についての発表
- ・ 継続的処遇に関するガイドライン作成支援
- ・ 継続的処遇に関するフォーラムの開催支援
- ・ 同フォーラムの場における継続的処遇に関する講義

付属資料2-1



1. Achievements

Question Items		Necessary Information/Data	Source	Data Collection Methods
Main	Sub	Basis for Judgment/PDM indicators		
	Have inputs from the Japanese Side been implemented as planned ?	<ul style="list-style-type: none"> • Japanese Experts • C/P training in Japan • C/P visits to third countries • Provision of equipment • Operational costs for the Project 	Project reports, Experts, C/Ps	Document review, Questionnaire/interview
	Have inputs from the Kenyan side been implemented as planned ?	<ul style="list-style-type: none"> • Assignment of counterpart personnel • Office and facilities provided for the Project • Operational costs for the Project 		
Output	Output 1. "Capability Target" for Standard CCPO is established.	1-a) Necessary components of Capability Target for CCPO are clarified. 1-b) Criteria to evaluate CCPO are developed.	Project reports, Capability Target, Expert, C/Ps	Document review, Questionnaire/interview
	Output 2. 2. Quality of CCPO Training is improved through Plan-Do-See process.	2-a) Training Curriculum, materials and M&E tools are developed. Recommendations of MTR 2) Implementation Issues: To finalize the training curriculum and materials based on the unit relevance survey and each agency's own training needs (common for 5 JJAs-Module1, specific units rehabilitation for 3 JJAs) 2-b) More than 20 CCPO trainers improve in the results of evaluation. 2-c) More than 150 CCPO complete Pilot CCPO Training. 2-d) At least 80 % of CCPO trainees improve in knowledge, skills and attitudes in evaluation report. 2-e) More than 150 immediate supervising officers participate in Supervision Workshops. 2-f) At least 80% of CCPO submit reports at end of each practicum. 2-g) At least 60% of supervising officers submit supervision reports at end of each practicum.	Project Reports, Training Curriculum, manuals and M&E tools, NIT Self Evaluation Sheet, Knowledge Assessment Tool, Evaluation Result of CCPO trainees' feedback, Report of survey and interview with CCPO, M&E Report, Expert, C/Ps	Document review, Questionnaire/interview
	Output 3. Management system for CCPO Training is developed	3-a) Training Management Manual is developed for CCPO Training based on the lessons learned from implementation experience. Recommendations of MTR 2) Implementation Issues: To develop and finalize the training management manual	Project Reports, Self Evaluation Tool, Training Management Manual, Expert, C/Ps,	Document review, Questionnaire/interview
Project Purpose (Achievement and prospect)	Project Purpose: Training system achieving "Capability Target" for CCPO working with children in need of care and protection, and children in conflict with the law is developed. Note: "system" here refers to a combination of modular cycle of theory and practicum.	(a) At least 90% Completion rate of CCPO training is achieved. (b) Viable plan including finance, personnel and management mechanism for sustainable CCPO training is developed.	Project reports, Training Curriculum, modules and manual Expert, C/Ps, Project reports, Minutes of JCC, SC and NIT Committees Expert, C/Ps,	Document review, Questionnaire/interview
	Overall Goal: Quality of service provided by CCPOs in 5 Juvenile Justice Agencies is improved.	(a) improvement in results of post-project survey using CCPO training outcome indicators	Project reports, Report of survey and interview with trained CCPO, Regulations such as Judiciary ministerial circulars, notification regarding child protection	Document review, Questionnaire/interview

2. Implementation Process

Main	Question Items		Necessary Information/Data Basis for Judgment/PDM indicators	Source	Data Collection
		Sub			
Progress activities	Have project activities been carried out as planned? If not, what are such activities and why?		PO and Accomplishment of Activities	PO, Project reports, Expert, C/Ps	Document review, Questionnaire/interview
	What are the contributing/hampering factors?		Contributing/hampering factors and how to cope with them Any progress on the Recommendation: 3) Funding issues (to finance for the remaining project period) To discuss and agree on funding responsibilities to be shared among 5 JJAs and secure budget from treasury for financial stability		
Technical transfer/capacity development	Have the methods of technical transfer/capacity development been appropriate?		Methods, contents, levels, adjustments of technical transfer and any problems	Project reports, Expert, C/Ps	Document review, Questionnaire/interview
	Has technical expertise been transferred to C/Ps, and what is the status of the progress?		Progress of technical transfer		
Project management	Has the project management system/structure been appropriate?		Project management structure (JCC, SC, NIT and others) and monitoring, decision making process (e.g. modification of plans, staff/budget allocation etc.)	Project reports, Expert, C/Ps	Document review, Questionnaire/interview
	Have measures been taken in response to the recommendations in the MTR?		Any progress on the Recommendation: 1) Management Issues To streamline management structure with regards to roles and responsibilities at all levels (NIT, SC and JCC)		
			Any progress on the Recommendation: 1) Management Issues To ensure that the secretariat must participate at the SC meetings with at least 1 member of each JJA		
			Any progress on the Recommendation: 1) Management Issues To revisit and clarify the roles and responsibilities as well as representation of each 5 JJAs including financial contributions		
	Have management functions of JICA country office and HQs been appropriate?		Status of management functions of JICA Country Office and HQs		
	Have communications among relevant stakeholders been sufficient?		Communication among C/Ps, between C/Ps and Japanese Experts, between Japanese Experts and JICA, between the Project and other development partners and others		
Ownership	Have C/Ps been assigned appropriately?		Status of allocation of C/Ps (numbers, posts/responsibilities, timing of assignment)	Project reports, Expert, C/Ps	Document review, Questionnaire/interview
	Have C/Ps and related organizations/personnel have fulfilled their expected responsibilities?		Degree of participation and fulfilling responsibilities of C/P (DCS, MGCSD) and other 4 partner JJAs (e.g. frequencies and participating members of meetings, events, activities, contents of discussions, etc.)		
	Have C/Ps and related organizations met necessary local costs?		Status of financial contributions by 5 JJAs (DCS and other 4 partner JJAs)		

3. Five Evaluation Criteria

Question Items		Necessary Information/Data	Source	Data Collection Methods
Main	Sub	Basis for Judgment/PDM indicators		
(1) RELEVANCE				
Necessity	Is the Project in line with the needs of target society?	Reconfirmation of the situation of children in need of care and protection, and children in conflict with the law in Kenya	Ex-ante evaluation reports, R/D, Project reports, Expert, C/Ps	Document review, Questionnaire/interview
	Is the Project in line with the needs of the target groups?	Reconfirmation of the needs of target JAAs for improving quality of service Reconfirmation of the needs of establishing training system (including information on existing training system of each JJAs)		
Priority	Is the project consistent with the policies in Kenya ?	Vision 2030 Child protection law (2001) Strategic Plan 2008-2012 of Dept. of Children's Services Strategic Plan 2009-2012 of Judiciary Policy documents of other JJAs	Ex-ante evaluation reports, R/D, Vision 2030, Child protection law (2001), Strategic Plan 2008-2012 of Dept. of Children's Services, Strategic Plan 2009-2012 of Judiciary, Policy documents of other JJAs Expert, C/Ps, WB, UNICEF	Document review, Questionnaire/interview
	Is the Project consistent with the Japanese ODA policy?	Consistency with the Japanese ODA policy to Kenya and JICA plan for country-specific program implementation	Ex-ante evaluation reports, R/D, JICA plan for country-specific program implementation	
Appropriateness as means	Has the project strategy been appropriate?	Status of functioning of project approach in terms of: - Project management based on the partnership by 5JJAs with DCS, MGCSD as C/P - Establishing " joint CCPO training system by 5 JJAs" in view of post-project sustainability - Establishing training system of combination of modular cycle of theory and practicum - Exit strategy based on the long history of assistance in the field	Ex-ante evaluation reports, R/D, Project reports, Expert, C/Ps, UNICEF, WB	Document review, Questionnaire/interview
		Selection of the target participants (newly recruited COs of DCS) and sub-target personnel from other 4 JAAs and target number of 150 participants for CCPO training		
		Status of coordination, linkages and synergy effects with other Japanese assistances and/or from other development partners		
		Any measures taken to address the aspect of Child Protection which has not been equally attended as Juvenile Justice before MTR.		
	Does Japan have a comparative, technical advantage?	Status of utilizing Japanese/JICA experiences and expertise in the relevant field	Project reports, Expert, C/Ps	
Have there been any changes in the project environment (policies, economy, social etc.) since Mid-term Review was conducted?	Status and impact of judiciary reform Others (e.g. Administrative reform, Election)	Project reports, Expert, C/Ps		
(2) EFFECTIVENESS				
Achievement of the Project Purpose (prospects)	Is the Project Purpose likely to be achieved? Project Purpose: Training system achieving " Capability Target" for CCPO working with children in need of care and protection, and children in conflict with the law is developed. Note: " system " here refers to a combination of modular cycle of theory and practicum	Actual and prospect of achieving Project Purpose	See Achievements of the Project, Implementation process	Document review, Questionnaire/interview
	Are there any hampering factors in achieving the Project Purpose ?	Information on hampering factors	See Achievements of the Project, Implementation process	
Causal relationships	Whether Project Purpose is to be achieved as a result of Outputs.	Verification of logics between Project Purpose and Outputs in PDM	PDM	Document review, Questionnaire/interview
		Contribution of Outputs to achieving Project Purpose	See Achievements of the Project	Document review
	Are the important assumptions set out in the PDM still valid, and are they likely to be fulfilled ? Important Assumptions: Administrative reform under the new constitution will not affect negatively.	Information on the progress and impact of administrative reform under new constitution	See (1) Relevance	Document review, Questionnaire/interview

Question Items		Necessary Information/Data	Source	Data Collection Methods
Main	Sub	Basis for Judgment/PDM indicators		
(3) EFFICIENCY				
Achievement level of Outputs	Have the Outputs been produced as planned? (Comparison between actual and targets/planned)	Achievements of Outputs	See Achievements of the Project, Implementation process	Document review, Questionnaire/i interview
	Have there been any hampering factors in producing the Outputs ?	Information on hampering factors	Project reports, Expert, C/Ps	
Causal relationship	Have the activities been appropriate for producing the Outputs ?	Verification of logic of between activities and output in PDM	PDM	Document review, Questionnaire/i interview
		Actual achievements of activities and Outputs,	See Achievements of the Project, Implementation process	
	Are the important assumptions on the achievement of Outputs still valid, and do they have any influence? Important Assumptions: Members of Training curriculum, manuals, M&E Development teams and CCPO trainers do not change, and are engaged with the Project throughout Project duration.	Any effects of the important assumptions	Project reports, Expert, C/Ps	
Quantity, quality and timing of inputs	Have inputs from Japan and Kenya been appropriate in terms of quantity, quality and timing in order to carry out the planned activities?	Appropriateness of Japanese Inputs in terms of quantity, quality and timing, and any problems and how to cope with them	See Achievements of the Project and Implementation process	Document review, Questionnaire/i interview
		Appropriateness of Kenyan Inputs in terms of quantity, quality and timing, and any problems and how to cope with them		
Cost	Are there any measures taken to enhance efficiency ?	Information on the measures taken to enhance efficiency (e.g. utilization of local resources and experiences)	Project reports, Experts, C/Ps	Document review, Questionnaire/i interview
(4) IMPACT				
Prospect of achievement of Overall Goal	Is Overall Goal likely to be achieved after 3-5 years after the project completion? Overall Goal: Quality of service provided by CCPOs in 5 Juvenile Justice Agencies is improved.	Actual and prospect of achieving Overall Goal as a result of the Project	Project reports, Expert, C/Ps	Document review, Questionnaire/i interview
	Are there any hampering factors in achieving Overall Goal?	Whether it is possible to evaluate effectiveness in the post project evaluation	Project reports, Expert, C/Ps	
		Information on hampering factors	Project reports, Expert, C/Ps	
Causal relationship	Is Project Purpose contributing to the likely achievement of Overall Goal?	Verification of logic of PDM	PDM, Project reports, Expert, C/Ps	Document review, Questionnaire/i interview
	Are the important assumptions on the achievement of Overall Goal still valid, and are they likely to be fulfilled ? Important Assumption: Importance of child care and protection at policy level is maintained.	Prospect of the important assumption to be fulfilled	Project reports, Expert, C/Ps	
Ripple effects	Are there any ripple effects envisaged other than the Overall Goal?	Unplanned positive effects	Project reports, Expert, C/Ps UNICEF, WB	Document review, Questionnaire/i interview
		Unplanned negative effects		
(5) SUSTAINABILITY				
Policy and institutional aspect	Are relevant national policies likely to continue favorably?	Information on relevant national policy	See Relevance Project reports, Experts, C/Ps	Document review, Questionnaire/i interview
	Are DCS, MGCS and 4 partner JJAs likely to continue as major JJAs in the field of child protection and juvenile justice?	Information on relevant institutional settings	Project reports, Experts, C/Ps	
Organizational and financial aspect	Is the project management structure likely to effectively function after the project completion?	Sustainability and necessity of present management structure of 3 levels of structure (JCC, SC and NIT) by 5 JJAs	Project reports, Experts, C/Ps	Document review, Questionnaire/i interview
	Are 5 JJAs likely to function to implement CCPO training after the project completion?	Commitment, ownership, personnel and other necessary elements of 5 JJAs Information on planned future position of the training system developed in the project (possibility of integration into existing training system including JTI)	Project reports, Experts, C/Ps	
	Has Kenyan side undertaken measures to secure sufficient funds for continuing/scaling-up/disseminating the project outputs and outcomes?	Prospects for budget appropriation	Project reports, Experts, C/Ps	
Technical aspect	Are C/Ps able to become technically independent to implement CCPO training after the project completion?	Status of capacity of C/P to manage CCPO Training following the CCPO Training Management manual	Project reports, Experts, C/Ps	Document review, Questionnaire/i interview

付属資料4. CCPO研修予算(全体)

〈SAMPLE〉 CCPO Training Budget
(in KShs)

Direct Cost for Implementing CCPO Training Course
50 Pax in School of Government Matuga in Mombasa (The candidate venue is for Group 3)

	Frequency	Accommodation/venue	Sub-total	Allowance	Sub-total	Transportation	Sub-total	Total
Residential Training								
Pilot CCPO Training (Module 1)	1	CCPOs	1,950,000	CCPOs	-	CCPOs	150,000	
		Trainers	488,000	Trainers	500,000	Trainers	150,000	3,238,000
Pilot CCPO Training (Module 2)	1	CCPO	1,950,000	CCPO	-	CCPO	150,000	
		Trainers	488,000	Trainers	500,000	Trainers	150,000	3,238,000
Pilot CCPO Training (Module 3)	1	CCPO	1,950,000	CCPO	-	CCPO	150,000	
		Trainers	488,000	Trainers	500,000	Trainers	150,000	3,238,000
CCPO Residential training total			7,314,000		1,500,000	900,000	9,714,000	
Practicum Sessions								
NIT Mentors Visit for practicum	3		-	271,000	813,000	152,168	456,504	
Immediate Supervisor's workshop (3days)	1	307,800	307,800	934,000	934,000	82,050	82,050	
			307,800		1,747,000		538,554	2,593,354
CCPO training total			7,621,800		3,247,000		1,438,554	12,307,354
Other activities								
Graduation Ceremony	1			325,000	325,000	300,000	300,000	
CCPO Training Review Workshop	3		-	156,600	469,800	60,000	180,000	
Supervisor's workshop (TOT)	2		-	95,000	190,000	45,000	90,000	
M&E workshop	1		-	156,600	156,600	15,000	15,000	
Review WS/Stakeholders WS	3		-	105,000	315,000	60,000	180,000	
Other activities Total			-		1,456,400		765,000	2,221,400
Grand Total			7,621,800		4,703,400		2,203,554	14,528,754

Indirect Cost for Implementing CCPO Training Course
Cost for coordination/colloaboration with other agancies - Per Quarter

Communication	Total
Internet	27,840
Telephone	25,000
Stationaries, Papers, Toners, etc	50,000
Trainsportation (Fuel)	83,000
Miscellaneous	28,000
TOTAL	213,840

TOTAL COST of CCPO Programme Implementation
(Direct + Indirect Cost)
14,742,594

付属資料4. CCPO研修予算(機関別)

Proposed individual JJA Budget(in KShs)

Schedule I: Contribution towards CCPOs training (whole training Cost)

GoK FY	Total cost	The Judiciary	Kenya Police	Kenya Prisons	Probation	Children	Total
		10	10	10	10	10	50
<i>CCPO Training One Cycle</i>	12,307,354.00	2,461,470.80	2,461,470.80	2,461,470.80	2,461,470.80	2,461,470.80	12,307,354.00

Note

In the case that 5 JJAs equally allocate the slot of participants.

Schedule II: Contribution towards other activities

GoK FY	Total cost	The Judiciary	Kenya Police	Kenya Prisons	Probation	Children	Total
<i>Other activities</i>	2,221,400.00	444,280.00	444,280.00	444,280.00	444,280.00	444,280.00	2,221,400.00

Schedule III: Coordination Cost

GoK FY	Total cost	The Judiciary	Kenya Police	Kenya Prisons	Probation	Children	Total
<i>Coordination</i>	213,840.00	42,768.00	42,768.00	42,768.00	42,768.00	42,768.00	213,840.00

Schedule IV: Individula JJA total for all CCPO related activities

GoK FY	Total cost	The Judiciary	Kenya Police	Kenya Prisons	Probation	Children	Total
Total	14,742,594	2,948,518.80	2,948,518.80	2,948,518.80	2,948,518.80	2,948,518.80	14,742,594

SUSTAINABILITY OF CCPO PROJECT

PROPOSAL TO STEERING COMMITTEE AND JOINT CORDINATION COMMITTEE

COMPILED BY THE NATIONAL IMPLEMENTATION TEAM

The NIT held meetings on 17th and 24th July 2013 to develop and discuss proposals regarding how the CCPO program can be institutionalized to be an integral part of juvenile justice administration in Kenya.

The proposals touch on the main issues that if addressed will ensure that the program is sustained.

1. FINANCE

Financial implications of the project entail the following:

- i. Residential training (Transport, accommodation, meals)
- ii. Practicum supervision visits by NIT Mentors
- iii. Supervisors workshops
- iv. Trainers per diems
- v. Trainers workshops and retreats
- vi. Graduation ceremonies
- vii. Coordination
- viii. Stationery
- ix. Other expenses

a) FINANCIAL COST OF THE PROGRAM

The overall cost of implementing the project (GOK FUNDS) was estimated to be at: Kshs 14.7M per training cycle for a group of 50 CCPOS.

In a case scenario where each JJA will meet the financial cost of 10 officers per training cycle the estimated budget will be (Kshs 2.9 M). This is only for the budgetary items listed above.

b) LESSONS LEARNT

- There is need for budgetary allocation for the program by each JJA.
- The program should be aligned to the government budgetary cycle to avoid delays in implementation
- It is important to develop a comprehensive work plan for every training cycle
- The program should be projected by the ministerial training committees in every

c) PROPOSALS FOR FINANCING THE PROGRAM

- i. **COSTSHARING:** Each JJA to meet the cost for each training cycle for their officers
- ii. **TREASURY FUNDING:** A request can be forwarded to treasury for direct funding of the program through one of the JJAs.
- iii. **PARTNERSHIPS:** Source for Partners and other government institutions to co -fund the program e.g Governance Justice Law and Order Sector (GJLOS), National Council on Administration of Justice (NCAJ), The United Nations Children's Fund (UNICEF), Department for International Development (DFiD).

2. HUMAN RESOURCE

a) TRAINERS

Currently, CCPO has a pool of 29 trainers drawn from the 5 agencies.

To sustain the human resource,(trainers and other necessary staff) the NIT proposes the following:

- i. Continuous capacity building of existing trainers
- ii. Prompt replacement of those NIT members who for one reason or another cease being trainers.
- iii. Affiliating with a recognized institution of higher learning for accreditation and certification (This option has a financial implication

b) SECRETARIAT:

- i. Deploy an officer permanently to work at the secretariat in order to coordinate the program effectively. (This is similar to the JICA coordinator who was stationed at DCS headquarters.
- ii. Every JJA should appoint two officers to the secretariat to work with the coordinator. The TORS for the secretariat should be substantive.

3. MANAGEMENT STRUCTURE

JICA CCPO project office coordinated the project in collaboration with the DCS.

The current management structure comprises

The current management structure comprises

- i. Joint Coordinating Committee (JCC)
- ii. Steering Committee (SC)
- iii. National Implementation Team (NIT)

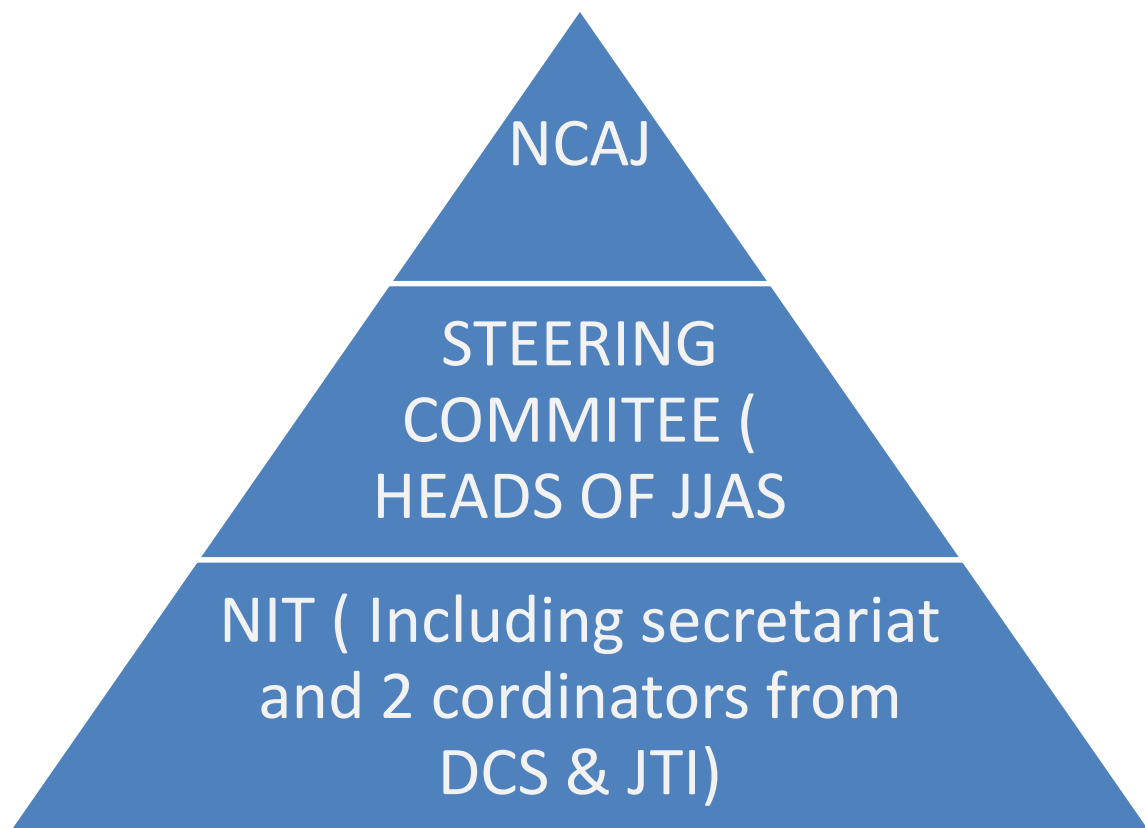
Program Co-ordination entails:

- Planning and Initiating activities
- Providing Leadership
- Convening other JJAS
- Handling Logistical issues
- Filling in financial gaps (Having the financial ability to fill in when the other JJAs cannot do so)
- Hosting the Secretariat (CCPO secretariat)

PROPOSAL FOR CORDINATION

- The NIT proposes that Judiciary Training Institute in collaboration with Department of Children Services.
- The secretariat will be composed of the 5JJAS

PROPOSED MANAGEMENT STRUCTURE



N/B The above proposal should be discussed further by the JJAS and NCAJ

LESSONS LEARNT

- All the levels of the structure should be actively involved in the implementation of the program
- The leadership of a constitutional body is necessary for the successful implementation of the program and its institutionalization
- Coordination requires a lot of commitment and resources

4. PREPARING A VIABLE PLAN

The NIT proposes that a committee be set up to develop a specific plan of sustaining the program. Members will be drawn from all the JJAs

The committee should be constituted immediately after the JCC meeting.

The proposed date for the initial meeting is 7th August 2013

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**Form A: Questionnaire for Japanese Expert
(日本人専門家)**

お忙しいところ恐縮ですが下記の質問にご回答くださいますようお願い申し上げます。

- ◆本質問票は、1. 実績、2. 実施プロセス、3. 評価 5 項目（妥当性、有効性、効率性、インパクト、持続性）の領域から構成されています。
- ◆選択肢を示している設問につきましては、該当欄を一か所選択（塗りつぶし、網掛け等）してください。
- ◆なお、1-4 の選択肢では、以下のような 4 段階スケールを意味します。
 1. ほぼ全くそうでない（=Not at all/Almost none）、2. あまりそうでない（Not much/A little）、3. まあそうである（Some/More or less so）、4. 十分そうである（Very much so）
- ◆記述回答を求めている設問につきましては具体的にご説明いただけますようお願いいたします。（報告書等で既に詳述されている内容と同一であれば、その旨一言記載いただければ結構です。）
- ◆質問の意味が不明な場合、回答不可能な場合、現地インタビュー時に直接説明希望の場合などは、その旨をお書きください。

お名前： _____

派遣期間： _____

派遣分野： _____

記入年月日： _____

1. 実績

- 実績リスト作成依頼済み

2. 実施プロセス

項目	sl	設問	選択肢		記述欄
活動の進捗状況	1	第3グループの研修はプロジェクト期間中には開始されない（モジュール1だけでも始める）という可能性はないということでしょうか？	はい	いいえ	
	2	第3グループの研修開始の目途が立っていないことについて、主要 C/P である DCS はこの責任をどのように捉えているのでしょうか？			
	3	第3グループ研修実施の阻害要因は①児童局 C/P 異動、②SC 機能不全の他にどのようなことが挙げられるでしょうか？ 5 機関共同の運営体制の難しさや調整コストについては MTR でも懸念されましたが、これも阻害要因となっていますでしょうか？			
技術移転	4	MTR 以降の NIT メンバーへの技術移転・キャパシティディベロップメントの進捗状況は順調でしょうか？ 順調でない点があれば説明願います。	はい	いいえ	
プロジェクト実施体	5	MTR の提言ポイント	「NIT、SC ならびに JCC からなるマネジメント体制について、各レベルの		

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項目	sl	設問	選択肢	記述欄				
制		についての対応状況は如何でしょうか？	役割・責任に関し体制の合理化を行う」					
	6		「各機関より少なくとも1名から構成される事務局のSC会議への参加を確実にする」					
	7		「5 機関の役割・責任分担について財政負担も含め再検討し明確にする」					
コミュニケーション	8	MTR 以降ご自身と右記の関係機関／人とのコミュニケーションは円滑でしたか？改善点があれば説明願います。	JICA 事務所	1	2	3	4	
	9		JICA 本部	1	2	3	4	
	10		児童局	1	2	3	4	
	11		保護監察局	1	2	3	4	
	12		刑務所	1	2	3	4	
	13		裁判所	1	2	3	4	
	14		警察	1	2	3	4	
	15		短期専門家	1	2	3	4	
	16		MTR 以降先方 C/Ps／機関の間では十分なコミュニケーションがとれていたと思いますか？改善点があれば説明願います。	1	2	3	4	
	17		MTR 以降短期専門家と先方 C/Ps／機関の間では、十分なコミュニケーションがとれていたと思いますか？改善点があれば説明願います。	1	2	3	4	
先方のオーナーシップ	C/P 配置	18	MTR 以降の C/P について、右記の観点から適切・適任であったと思いますか？適切でないと思われる場合はその理由を説明願います。	配置人数	1	2	3	4
		19	専門分野、組織における位置づけ(役割・職位)、能力等	1	2	3	4	
		20	配置のタイミング	1	2	3	4	
	参加度合い	21	MTR 時点では5機関のうち裁判所と警察が比較的参加度合いが低いようでしたか？	ジェンダー・児童・社会開発省(省レベル)	1	2	3	4
		22		児童局	1	2	3	4
		23		保護監察局	1	2	3	4
		24		刑務所	1	2	3	4
		25		裁判所	1	2	3	4
		26		警察	1	2	3	4
		27	C/P 機関である DCS や(選挙前までの) MGCS D のオーナーシップは MTR 以降落ち込んだという理解でよいでしょうか？その理由も述べて下さい。	はい	いいえ			
費	28	残りのプロジェクト期間の予算確						

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項目	sl	設問	選択肢	記述欄
用負担		保のために「5 機関により財政負担の分担について議論・合意するとともに、財政の安定に向けて財務省より予算を確保する」という MTR の提言ポイントの対応状況（特に財務省を巻き込んだ部分）は如何でしょうか？		

3. 5項目

(1) 妥当性 RELEVANCE

項目	設問	1	2	3	4	記述欄				
必要性	29	ターゲット・グループ (5JJAs) の研修制度構築ニーズについて、MTR 以降に変化がありましたか？有る場合は、説明願います。				無	有			
優先度	30	ケニア側の関連政策について、MTR 以降変化が有りましたか？有る場合は説明願います。				無	有			
手段としての適切性	31	研修運営体制を5機関合同としたことはプロジェクトの終了時点でも適切であったと思われますか？回答の理由も説明願います。				1	2	3	4	
	32	MTR 時と異なり、プロジェクト終了後の5機関合同による研修制度構築（共通分野と実務特化分野に分けるのではなく5機関が全ての項目を受講する制度）を目指すこととなりましたが、実施可能性や効果の観点からご自身の見解は如何でしょうか？				1	2	3	4	
	33	上記の方針転換は児童局を中心とする NIT ならびにジェンダー省次官の意向に基づくとのことですが、そのような方針転換の背景には何があったのでしょうか？（それなりの根拠があつたのでしょうか？）								
	34	理論と実習の組合せから構成される CCPO 研修制度の構築は現時点でも妥当であったと思われますか？				はい	いいえ			
	35	MTR 以降、他ドナー支援との調整を要する事項や、連携事例、相乗効果などはありますか？有る場合は説明願います。				無	有			
	36	本プロジェクトは長年に亘る同分				はい	いい			

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項目	設問	1	2	3	4	記述欄
	野支援の出口プロジェクトとして計画されましたが、出口プロジェクトとして有効だったと思われませんか？			え		
	37 少年司法に比較して手薄であった児童保護について、MTR 以降なんらかの強化策がとられましたか？	はい		いいえ		
プロジェクトを取り巻く環境変化	38 司法改革の概要・プロジェクトへの影響をご説明願います。					
	39 総選挙による関連機関ならびにプロジェクトへの影響をご説明願います。					

(2) 有効性 EFFECTIVENESS

項目	設問	1	2	3	4	記述欄
プロジェクト目標達成見込み	40 JTI を中心とした研修制度維持の見込みとその概略を教えてください。 (カリキュラム・教材・講師などはプロジェクトのリソースを活用するのか、本プロジェクトのプライマリーターゲットは本来児童局職員だが児童局職員の参加も担保されるのか、また同訓練制度は児童局内には残らないのか、JTI は作成中の研修運営マニュアルに即した実施を想定しているのか等)					
	41 6月21日のJTI呼びかけによる会議の内容・決定事項等を教えてください。					
	42 JTI 中心の研修制度に対するご自身の見解は如何でしょうか？					
	43 JTI 中心の研修制度に対する他機関の見解は如何でしょうか？					
外部条件	44 JTI 以外に、各機関の既存または新規の研修プログラムでの活用予定／見込みはありますか？		無	有		
	44 プロジェクト目標に至るまでの外部条件は満たされていますか？ <u>外部条件：</u> 「新憲法下における行政改革がプロジェクトに負の影響を与えない。」		無	有		

(3) 効率性 EFFICIENCY

項目	設問	1	2	3	4	記述欄
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項目		設問	1	2	3	4	記述欄	
投入の量、質、タイミング	45	プロジェクト全	業務期間 (MM)	1	2	3	4	
	46	期間を通して、	派遣タイミング	1	2	3	4	
	47	ご自身の投入は適切であったと思いますか？改善点があれば記載願います。	専門家の人数 (=1名)や専門分野等	1	2	3	4	
	48	プロジェクト全	業務期間 (MM)	1	2	3	4	
	49	期間を通して、	派遣タイミング	1	2	3	4	
	50	短期専門家の投入は適切であったと思いますか？改善点があれば記載願います。	専門家の人数や専門分野等	1	2	3	4	
	51	プロジェクト全	種類や仕様の選定	1	2	3	4	
	52	期間を通して機	材供与は適切であったと思いま	1	2	3	4	
53	すか？改善点があれば記載願います。	数量	1	2	3	4		
54	MTR 以降の日本側負担の現地活動費の規模 (金額)、支出タイミング等について問題はありますか？有る場合はご説明願います。		1	2	3	4		
コスト	55	コスト効率性を高める何らかの方策が取られたことがあればご説明願います。(例：現地リソースや経験の活用等)						

(4) インパクト IMPACT

項目		設問	1	2	3	4	記述欄
上位目標達成見込み	56	ケニア側により改訂指標を用いたインパクト調査をプロジェクト終了後 (事後評価向け) に実施することは可能と思われますか？	はい		いいえ		
	57	プロジェクト期間中のインパクト調査実施は不可能とのことですが、他の情報を元に、現時点で改善の兆候があるでしょうか？	はい		いいえ		
波及効果	58	これまでのところ、上位目標以外の計画されていなかった正負のインパクト (の兆し) があれば説明願います。	無		有		

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(5) 持続性 SUSTAINABILITY

項目		設問	1	2	3	4	記述欄
政策・制度面	59	政策（既出）					
組織・財政面	60	JTI 中心の研修制度となった場合、財政問題は改善される見込みでしょうか？	1	2	3	4	
人材育成状況／技術面	61	プロジェクト終了後に、研修運営マニュアルを使って、C/P 側が単独で研修運営ができるようになると思われますか？そうでない場合、その理由や特にキャパシティの弱い部分などを記載願います。	はい		いいえ		
MTR の提言ポイント対応状況	62	「研修を受けた少年保護関連職員を講師として活用し、実務の現場において実際に少年保護関連業務に関わっている他の重要な関係者への普及を行う」					
	63	「政策立案者や他ドナーを含む関係者が少年保護関連職員研修の効果を納得できるような、研修のインパクトを示す根拠を集約する」					
	64	「他の関係者ならびにドナーに対し少年保護関連職員研修に係る情報を広く共有し、関心を招くとともに可能であれば連携も検討する」					

8. その他

その他、プロジェクトや終了時評価調査などについてご意見等がありましたら自由に記載願います。

ご協力ありがとうございました。

Form B-1: Interview Questions for Counterparts:

Members of Steering Committees/Head of 5 Juvenile Justice Agencies (JJAs)

*This is a sheet of Interview Questions for the counterparts of the **Project for Capacity Building of Child Care and Protection Officers (CCPO) in Juvenile Justice System in Kenya** (October 2009 – September 2013, 4 years) used for the Terminal Evaluation exercise. In conducting the interview, the Evaluation Team would like to hear your honest opinions and suggestions for achieving Project Purpose and ensuring Sustainability of the project outputs and outcomes.*

Date of interview: _____

Organization: _____

Name & designation of person(s) interviewed:

A. Reconfirmation of training needs

1. In consideration of the present situation of children in need of care and protection, and children in conflict with the law, do you agree that the training needs for CCPOs will continue to exist
 - in Kenya in general (national needs)
 - in your organization in particular (organizational needs)

B. Policy and institutional changes

2. Please explain about the effects of the following events on the field of child protection and juvenile justice in Kenya, on your organization and on the project.
 - General Election in March 2013
 - Ministerial re-organization of MGCSO (DCS to be under Ministry of Labour, Social Security and Services)
 - Administrative reform under the new constitution
 - Judiciary Reform
 - Any other significant changes since May 2012 (Mid-term Review)

C. Opinion about the effectiveness of CCPO training system developed by the Project

3. In light of the above training needs (national and your organizational), do you agree that CCPO training system (a combination of modular cycle of theory and practice) developed by the project is effective in developing professional capacity of CCPOs to provide quality services in the area of child protection and juvenile justice ?

D. Opinion and measures taken about the sustainability of CCPO training system

4. What is the position of your organization among the following options, and what measures have

been taken/planned to take to materialize the sustainability of CCPO training system after the project completion (September 2013)?

(i) Individual approach:

- integrating CCPO training into existing training system of each JJAs

(ii) Partnership/collaboration approach:

- continuing CCPO training by the similar structure of 5 JJAs in partnership including how to retain NIT members
- exploring modalities on the agreement to be made (e.g. MOU) based on which JJAs can plan and negotiate with treasury for finance.
- integrating CCPO training into existing government training system (e.g. Government Training Institution)

5. How far do you think that the viable plan including finance, personnel and management mechanism for sustainable CCPO training will be developed by the end of the project period (September 2013)?

E. Opinions about the project management and implementation structure

6. What do you think about the 3 levels of the present management structure of Joint Coordinating Committee (JCC), Steering Committee (SC) and National Implementation Team (NIT)?

7. What do you think about the joint management and implementation structure by 5 JJAs (DCS, MGCS and 4 other partner JJAs)? What are the advantages and challenges?

8. Any other comments

Thank you very much for your kind cooperation.

Form B-2: Interview Questions for Counterparts:

Members of Steering Committees/Heads of 5 Juvenile Justice Agencies (JJAs)

*This is a sheet of Interview Questions for the counterparts of the **Project for Capacity Building of Child Care and Protection Officers (CCPO) in Juvenile Justice System in Kenya (October 2009 – September 2013, 4 years)** used for the Terminal Evaluation exercise. In conducting the interview, the Evaluation Team would like to hear your honest opinions and suggestions for achieving Project Purpose and ensuring Sustainability of the project outputs and outcomes.*

Date of interview: _____

Organization: _____

Name & designation of person(s) interviewed:

A. Reconfirmation of training needs

1. In consideration of the present situation of children in need of care and protection, and children in conflict with the law, do you agree that the training needs for CCPOs will continue to exist
 - in Kenya in general (national needs)
 - in your organization in particular (organizational needs)

B. Policy and institutional changes

2. Please explain about the effects of the following events on the field of child protection and juvenile justice in Kenya, on your organization and on the project.
 - General Election in March 2013
 - Ministerial re-organization of MGCSO (DCS to be under Ministry of Labour, Social Security and Services)
 - Administrative reform under the new constitution
 - Judiciary Reform
 - Any other significant changes since May 2012 (Mid-term Review)

C. Opinion about the effectiveness of CCPO training system developed by the Project

3. In light of the above training needs (national and your organizational), do you agree that CCPO training system (a combination of modular cycle of theory and practice) developed by the project is effective in developing professional capacity of CCPOs to provide quality services in the area of child protection and juvenile justice ?

D. Opinion and measures taken about the sustainability of CCPO training system

4. What is the position of your organization among the following options, and what measures have

been taken/planned to take to materialize the sustainability of CCPO training system after the project completion (September 2013)?

(i) Individual approach:

- integrating CCPO training into existing training system of each JJAs

(ii) Partnership/collaboration approach:

- continuing CCPO training by the similar structure of 5 JJAs in partnership including how to retain NIT members
- exploring modalities on the agreement to be made (e.g. MOU) based on which JJAs can plan and negotiate with treasury for finance.
- integrating CCPO training into existing government training system (e.g. Government Training Institution)

5. How far do you think that the viable plan including finance, personnel and management mechanism for sustainable CCPO training will be developed by the end of the project period (September 2013)?

E. Opinions about the scenario of JTI to integrate CCPO training system

6. What do you think about the idea of Judiciary Training Institute (JTI) to integrate CCPO training system which is currently under discussion in terms of
- advantages
 - challenges to materialize it
7. (Question only to JJAs other than JTI) How will your organization work with JTI and other JJAs in continuing CCPO training system in JTI in terms of finance, personnel and management?

F. Opinions about the project management and implementation structure

8. What do you think about the 3 levels of the present management structure of Joint Coordinating Committee (JCC), Steering Committee (SC) and National Implementation Team (NIT)?
9. What do you think about the joint management and implementation structure by 5 JJAs (DCS, MGCS and 4 other partner JJAs)? What are the advantages and challenges?
10. Any other comments

Thank you very much for your kind cooperation.

**Form C: Interview Questions for Counterparts:
National Implementation Team (NIT)**

*This is a sheet of Interview Questions for the counterparts of the **Project for Capacity Building of Child Care and Protection Officers (CCPO) in Juvenile Justice System in Kenya (October 2009 – September 2013, 4 years)** used for the Terminal Evaluation exercise. In conducting the interview, the Evaluation Team would like to hear your honest opinions and suggestions for achieving Project Purpose and ensuring Sustainability of the project outputs and outcomes.*

Date of interview: _____

Organization: _____

Name & designation of person(s) interviewed:

A. Reconfirmation of training needs

1. In consideration of the present situation of children in need of care and protection, and children in conflict with the law, do you agree that the training needs for CCPOs will continue to exist
 - in Kenya in general (national needs)?
 - in your organization in particular (organizational needs)?

B. Policy and institutional changes

2. Please explain about the effects of the following events on the field of child protection and juvenile justice in Kenya, on your organization and on the project.
 - General Election in March 2013
 - Ministerial re-organization of MGCSO (DCS to be under Ministry of Labour, Social Security and Services)
 - Administrative reform under the new constitution
 - Judiciary Reform
 - Any other significant changes since May 2012 (Mid-term Review)

C. Opinion about the effectiveness of CCPO training system developed by the Project

3. In light of the above training needs (national and your organizational), do you agree that CCPO training system (a combination of modular cycle of theory and practice) developed by the project is effective in developing professional capacity of CCPOs to provide quality services in the area of child protection and juvenile justice ?

D. Opinion and measures taken about the sustainability of CCPO training system

4. What is the position of your organization among the following options, and what measures have

been taken/planned to take to materialize the sustainability of CCPO training system after the project completion (September 2013)?

(i) Individual approach:

- integrating CCPO training into existing training system of each JJAs

(ii) Partnership/collaboration approach:

- continuing CCPO training by the similar structure of 5 JJAs in partnership including how to retain NIT members
- exploring modalities on the agreement to be made (e.g. MOU) based on which JJAs can plan and negotiate with treasury for finance.
- integrating CCPO training into existing government training system (e.g. Government Training Institution)

5. How far do you think that the viable plan including finance, personnel and management mechanism for sustainable CCPO training will be developed by the end of the project period (September 2013)?

E. Opinions about the scenario of JTI to integrate CCPO training system

6. What do you think about the idea of Judiciary Training Institute (JTI) to integrate CCPO training system which is currently under discussion in terms of
- Advantages
 - Challenges to materialize it
7. (Question only to JJAs other than JTI) How will your organization work with JTI and other JJAs in continuing CCPO training system in JTI in terms of finance, personnel and management?

F. Opinions about the project management and implementation structure

8. What do you think about the 3 levels of the present management structure of Joint Coordinating Committee (JCC), Steering Committee (SC) and National Implementation Team (NIT)?
9. What do you think about the joint management and implementation structure by 5 JJAs (DCS, MGCS and 4 other partner JJAs)? What are the advantages and challenges?

G. Appropriateness of Inputs

10. Do you think that inputs from Japanese side in terms of quantity, quality and timing have been appropriate? (Inputs: JICA experts, supply of equipment, Training in Japan, operational cost for the project activities etc.)
11. Do you think that inputs from Kenyan side in terms of quantity, quality and timing have been

appropriate? (Inputs: C/Ps, project facilities, operational cost for the project activities)

H. Capacity development

12. Do you think that capacity of NIT members have been developed enough to implement all the activities of the CCPO training following the CCPO Training Management Manual independently after the project ends?
13. Do you agree that impact assessment using “CCPO Service delivery Indicators in JJAs” will be conducted by your organization (or in partnership with other JJAs) in the post-project survey?

I Others

14. What do you suggest for improvement for other similar projects based on the lessons learned from the CCPO project?
15. Any other comments

Thank you very much for your kind cooperation.

