



NATIONAL COUNCIL ON THE ADMINISTRATION OF JUSTICE

NATIONAL STRATEGY ON JUSTICE FOR CHILDREN



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2023 - 2028

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NATIONAL COUNCIL ON THE ADMINISTRATION OF JUSTICE (NCA)



VISION

A coordinated and cohesive justice sector serving the people in Kenya.



MISSION

To ensure a coordinated and consultative administration of justice by bringing together key actors to collectively develop and pursue reform priorities and strategies.



VALUES

- | | |
|------------------|---------------------|
| ■ Accountability | ■ Constitutionalism |
| ■ Consultation | ■ Interdependence |
| ■ Public Service | ■ Innovation |

FOREWORD



The National Strategy on Justice for Children 2023-2028 aims to safeguard and advance the rights of all children in Kenya over the next five years. Despite significant progress in enhancing the realisation of children's rights, children in Kenya still face various challenges, such as violence, abuse, neglect, exploitation and low access to justice, which undermines their well-being and potential. To address these challenges, a collaborative and consultative approach is needed to strengthen the observance of children's rights and improve their welfare.

The Children Act No. 29 of 2022 provides a comprehensive and solid legal basis for promoting and protecting children's rights in Kenya. Therefore, the successful implementation of the Act will require a comprehensive, coordinated and multi-sectoral approach by all stakeholders, as presented in the membership of the National Council on Administration of Justice (NCAJ).

This Strategy seeks to strengthen the coordination effort by NCAJ to promote, protect and improve the administration and access to justice for children in the formal and informal sectors. Further, the Strategy will empower all stakeholders, including children, communities, civil society organisations and development partners, to support a child-friendly justice sector. The partnership will enhance response to violence against children, promote children's participation and empowerment, and strengthen collaboration among stakeholders.

Moreover, the Strategy recognises the need to increase budgeting for children in the justice system and supportive child care and welfare programmes. Adequate financial resources are essential for funding programmes that promote children's rights and well-being within the justice system. The programmes cover the provision of child-friendly facilities in the justice system, training justice actors on handling children, developing child-friendly procedures, and enhancing the stakeholders' capacity to respond to the needs of children.

Finally, NCAJ commits to enhance periodic monitoring of the implementation of the Strategy to ensure its effectiveness in achieving its objectives. We urge all stakeholders to implement the National Strategy on Justice for Children 2023-2028 and work together to protect and promote the rights of all children in Kenya.

Hon. Justice Martha K. Koome, EGH
The Chief Justice, President of the Supreme Court of Kenya &
Chairperson, the National Council on the Administration of Justice

ACKNOWLEDGEMENT



The development of the National Strategy on Justice for Children 2023-2028 was a collective effort involving the expertise, dedication and commitment of diverse stakeholders led and coordinated by the NCAJ Standing Committee on the Administration of Justice for Children.

I recognise and appreciate the crucial role played by the NCAJ Council led by the chairperson, the Hon. Chief Justice Martha K. Koome, for envisioning and approving this Strategy to ensure a coordinated, efficient and effective approach in the administration of justice for children in Kenya.

I express sincere gratitude to the Hon. Lady Justice Teresia Mumbua Matheka, the Chairperson of the NCAJ Standing Committee on the Administration of Justice for Children, who offered leadership to the development process. Special thanks go to the committee members for their exemplary expertise, invaluable support and commitment throughout the development process. The members were drawn from the Ministry of Labour and Social Protection, specifically the National Council for Children Services and the Directorate of Children Services, the Judiciary, the Directorate of Public Prosecutions, the National Police Service, the Directorate of Criminal Investigations, Ministry of Interior and National Administration specifically, Kenya Prisons Service and Probation and Aftercare Services, Kenya National Commission on Human Rights, National Legal Aid Service, the office of the Attorney General and the civil society organisations (Legal Resources Foundation, Equality Now and African Institute on Children Studies).

I also express our gratitude to the children who participated in consultations and gave feedback towards developing this Strategy. I thank the children of Kenya for their resilience and courage while interacting with the justice system. Their experiences and voices have guided the development of this Strategy. This Strategy will be successfully implemented and dedicated to supporting them. Further, I acknowledge Shimo la Tewa Borstal Institution, Likoni Remand Home, Kisumu Remand Home, Children Assemblies and Mtoto News for immensely contributing to this Strategy.

I appreciate the contribution and commitment of the NCAJ Secretariat team comprising the Executive Director Dr. Moses W. Marang'a, Ms. Waturi Esiera, Ms. Merioth Ndumu, Ms. Cynthia Olwande and Mr. Eliud Githinji for their technical and facilitative contribution and dedication towards finalising this Strategy.

My sincere appreciation goes to UNICEF for the enormous technical and financial support in developing this Strategy. The technical contributions of Ms Eri Mathers, Ms Roselyne Kabata, and other UNICEF staff were phenomenal. I acknowledge Ms Shelley Casey, who, as the consultant, prepared the initial draft document.

The NCAJ fraternity looks forward to implementing the National Strategy on Justice for Children 2023-2028 to ensure and entrench a child-friendly justice system in Kenya.

Anne A. Amadi, CBS
Chief Registrar of the Judiciary &
Secretary, National Council on the Administration of Justice

ACRONYMS AND ABBREVIATIONS

AAC	Area Advisory Council
ACRWC	African Charter on the Rights and Welfare of the Child
ADR	Alternative Dispute Resolution
AHTCPU	Anti-Human Trafficking and Child Protection Unit
AJS	Alternative Justice Systems
CAC	Children Advisory Committees
CCM	Child-Centred Mediation
CCPO	Child Care and Protection Officers
CCUC	Children's Court Users Committee
CIM	Child-Inclusive Mediation
CO	Children Officer
CPIMS	Child Protection Information Management System
CPU	Child Protection Unit
CRC	Convention on the Rights of the Child
CSEA	Child Sexual Exploitation and Abuse
CSO	Civil Society Organisation
DCI	Directorate of Criminal Investigations
DCS	Directorate of Children's Services
KJA	Kenya Judiciary Academy
KNCHR	Kenya National Commission on Human Rights
LSK	Law Society of Kenya
MAC	Mediation Accreditation Committee
MDAs	Ministries, Departments and Agencies
MOH	Ministry of Health
NCAJ	National Council on the Administration of Justice
NCTC	National Counter Terrorism Centre
NLAS	National Legal Aid Service
NPS	National Police Service
OCSEA	Online Child Sexual Exploitation and Abuse
ODPP	Office of the Director of Public Prosecutions
P&C	Protection and Care
PACS	Probation and Aftercare Services
PTI	Prosecution Training Institute
SOPS	Standard Operating Procedures
WPA	Witness Protection Agency
YCTC	Youth Corrective Training Centre

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EXECUTIVE SUMMARY



Introduction

This Strategy is anchored on the Constitution of Kenya, the Children's Act 2022, Kenya's Vision 2030 and its Medium-Term Plan (MTP) 2023-2027, the NCAJ Strategic Plan 2021-2026, and other international and national best practices. Section 34 of the Judicial Service Act, 2011 establishes the NCAJ, which is mandated under Section 35(1) to ensure a coordinated, efficient, effective and consultative approach in the administration of justice. In the discharge of its mandate, the Council established the Standing Committee on the Administration of Justice for Children to ensure a coordinated, efficient, effective and consultative approach to the administration of justice for children in Kenya.

In the discharge of its mandate, the Committee began the development of this Strategy to strengthen the coordination effort by NCAJ in promoting, protecting and enhancing access to justice for children across all spectrums of life, both formal and informal sectors. The Strategy has five chapters covering the introduction, situational analysis of the child justice system, a strategic model for the efficient administration of child justice, implementation and coordination, and monitoring, evaluation and learning plan.

Chapter 3 of the Strategy provides the strategic direction and the change theory. This is captured in the vision, mission, objectives and core values outlined as follows;

Vision

A child-centric justice system that is responsive and accessible to all children.

Mission

To achieve a specialised child justice system that respects, protects, upholds, and safeguards children's rights and best interests.

Objectives

- i. To ensure a coordinated, efficient, effective and consultative approach in the administration of justice for children in Kenya.
- ii. To empower stakeholders, to prevent violence against children, timely response and child participation towards a child friendly justice system that is well resourced.
- iii. To strengthen the coordination by NCAJ and relevant stakeholders to promote, protect and improve access to justice for children in the formal and informal sector.
- iv. To establish a monitoring, evaluation, learning and budgeting framework for the child justice system.

Guiding Principles

The following principles will guide the application of this Strategy;

- i. The best interest of the child.
- ii. Child-centred and rights-based approach.
- iii. Child participation.
- iv. Inclusivity and gender-sensitivity.
- v. Involvement of parents/guardians at all stages.
- vi. Deprivation of liberty as a last resort.
- vii. Maximum use of alternative justice systems and diversion.
- viii. Right to privacy.
- ix. Right to legal representation.

Summary of Strategic Areas

Chapter 3 of the Strategy outlines seven strategic areas and outcomes that will guide the child justice sector actors in enhancing access to justice for children, ensuring better coordination, and improving linkages between them.

- i. Strategic Area 1: More Preventive Child Justice System
- ii. Strategic Area 2: Alternative Justice Systems, Diversion and Alternative Dispute Resolution
- iii. Strategic Area 3: Child-friendly Police Response
- iv. Strategic Area 4: Support and Protection for Children throughout the Justice Process
- v. Strategic Area 5: Child-friendly and Expedious Court Proceedings
- vi. Strategic Area 6: Rehabilitation, Reintegration and Aftercare Services
- vii. Strategic Area 7: Coordination and Information Management

Monitoring, Evaluation and Learning

Chapter 4 outlines a framework for enhancing tracking of the implementation of this Strategy. The framework covers data collection, feedback and reporting mechanisms towards a child-friendly justice system. The Standing Committee, assisted by the NCAJ Secretariat, will undertake the annual performance reviews to identify key achievements, challenges, and lessons learned. The identification will support timely mitigation and response to any adverse concerns that might hinder access to justice for children.

In conclusion, the Strategy envisions a robust coordination and resourcing framework from the Government and partners to effectively enhance the administration and access to justice for children in Kenya.

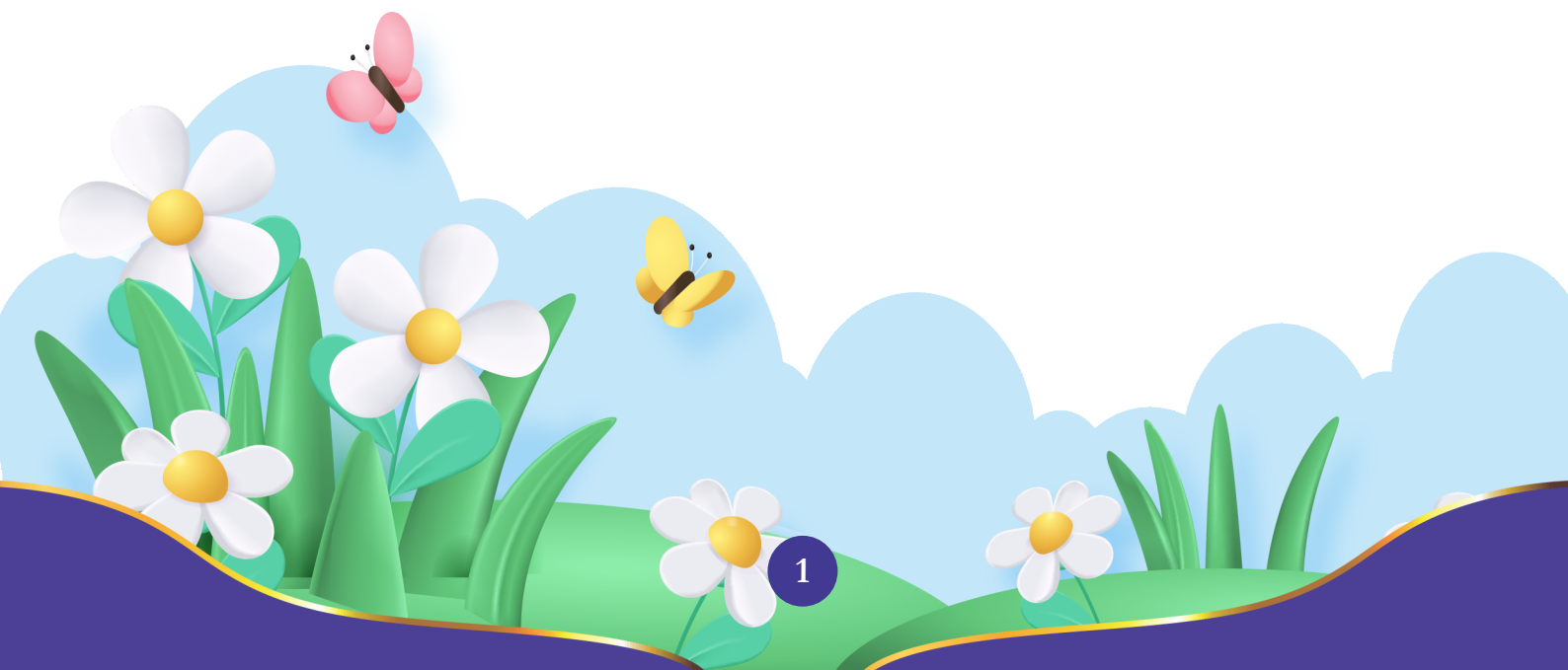
Hon. Lady Justice Teresia Mumbua Matheka

Chairperson,

NCAJ Standing Committee on the Administration of Justice for Children

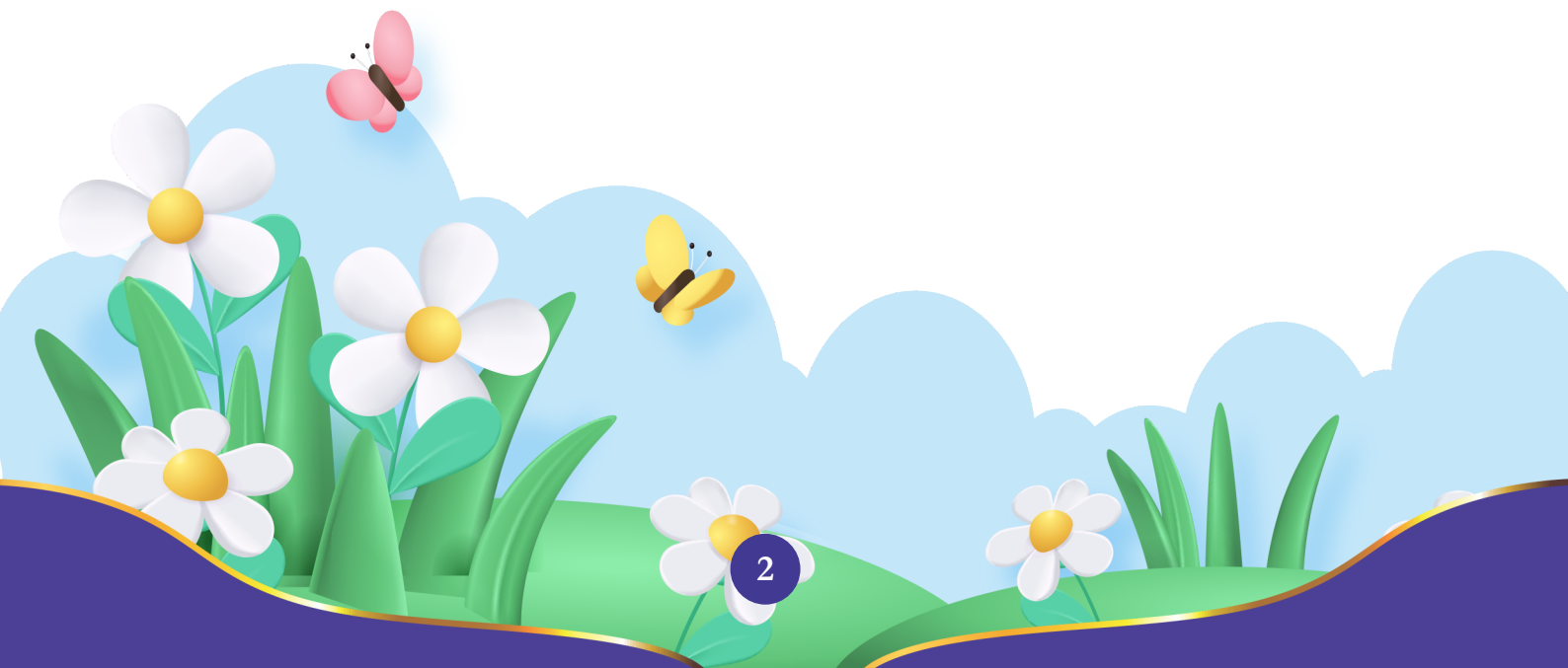


INTRODUCTION





INTRODUCTION



1. INTRODUCTION

1.1 Background

The National Council on the Administration of Justice (NCAJ) was established in 2011 to ensure a coordinated, efficient and consultative approach to the administration of justice, and reforming the Kenyan justice system. One of the six key result areas in the NCAJ Strategic Plan 2021-2026 is enhanced access to justice for vulnerable persons, including children. Consequently, strengthening the administration and access to justice for children remains a strategic priority for the NCAJ and the entire nation. Fundamentally, a key priority is to create a child-friendly justice system for children in conflict with the law, children who are victims of crime, and children in need of care and protection. To achieve this, the NCAJ Strategic Plan underscores the need for a comprehensive strategy to guide a sector-wide approach to improving the situation and enhancing the welfare of children within the justice system.

In 2016, the NCAJ Special Taskforce on Children Matters was appointed by the Hon. Chief Justice, the Chairperson of NCAJ, to address gaps in the administration of justice concerning children. The Taskforce was mandated to spearhead reforms on legislative, policy, procedural and practice issues, train justice sector actors on children matters, coordinate players in the child justice sector; and enhance the infrastructure for the institutions handling children. The Taskforce enhanced the collaboration of justice sector actors, removing existing bottlenecks and spearheaded the child's best interest. However, and despite the progress realised, the NCAJ's 2019 *Status Report on Children in the Justice System in Kenya* revealed multiple disconnects between the theory and practice and spotlighted a weak child justice chain.

In 2022, NCAJ reconstituted the Taskforce to a Standing Committee on the Administration of Justice for Children, hereinafter referred to as the Standing Committee. The Committee was mandated to build into the gains of the Taskforce. As a first step, the Committee earmarked the urgency of having a national strategy on justice for children that would focus on improving coordination, administration and access to justice for children.

1.2 NCAJ Envisioning

The NCAJ vision aspires to entrench a well-coordinated and cohesive justice sector serving the people towards attaining social justice and transformation envisioned in the Kenyan Constitution. This is to be realised through a coordinated and consultative administration of justice bringing together key stakeholders to develop and pursue reform priorities and strategies.

1.3 Scope of the National Strategy on Justice for Children

The National Strategy on Justice for Children, referred to as the 'Strategy', covers five years from 2023 to 2028. In line with the Constitution of Kenya and the UN Resolution on the Rights of the Child on access to Justice, this Strategy has addressed the administration and access to justice for children covering children in conflict with the law, child victims and witnesses in criminal proceedings, children before the courts whether in need of care and protection, custody/guardianship and other civil proceedings, as well as children in special circumstances including those accompanying their mothers in prisons, intersex, migrant, children with disabilities and children in all institutions.

The Strategy addresses all aspects of the justice system, starting from initial contact or reporting with the police through prosecution, trial, rehabilitation and reintegration. It is cross-cutting and aims to reflect contributions from all agencies involved in the child justice system, including the National Police Service (NPS), Directorate of Children Services (DCS), National Council for Children Services (NCCS), Office

of the Director of Public Prosecutions (ODPP), Law Society of Kenya (LSK), National Legal Aid Service (NLAS), the Judiciary, Probation and After Care Service (PACS), Kenya Prison Service (KPS), Kenya National Commission on Human Rights (KNCHR), Witness Protection Agency, Victim Protection Board, Counter-Trafficking in Persons Secretariat, Office of the Attorney General-Department of Justice, County Governments, development partners and civil society organizations working with children in the justice system.

1.4 Methodology for Developing the Strategy

The Strategy was developed through a participatory, consensus-building process led by the Standing Committee on the Administration of Justice for Children on behalf of the Council. Case studies were used to map children's progress through the justice system and identify good practices, gaps and challenges from the child's perspective. A consultant was engaged to develop the initial draft.

The Strategy development process was designed to ensure children's meaningful participation and give them a genuine opportunity to influence decision-making. Focus group discussions were conducted with children in statutory institutions (three remand homes and one borstal) to elicit children's views. Feedback from the consultations with children and adult stakeholders was incorporated and validated. After the consultant had finalised the initial draft, the Standing Committee was engaged for review before the Strategy was presented to the Council for approval.

Various principles and approaches informed the Strategy development process. First, the Strategy drew from the theory of change approach, aiming at clarifying the long-term goal to be achieved, identifying the preconditions necessary to achieve that goal, identifying the basic assumptions and risks and how to mitigate; deciding on the interventions needed to create the desired change; and developing indicators to measure progress towards the outcomes.

Second, the Strategy development process placed children at the centre and focused on identifying what changes are needed, from the child's perspective, to improve children's access to child-friendly justice and to empower them as rights holders. It reinforced that justice agencies are primary duty bearers accountable to children and responsible for respecting, protecting, and fulfilling children's rights.

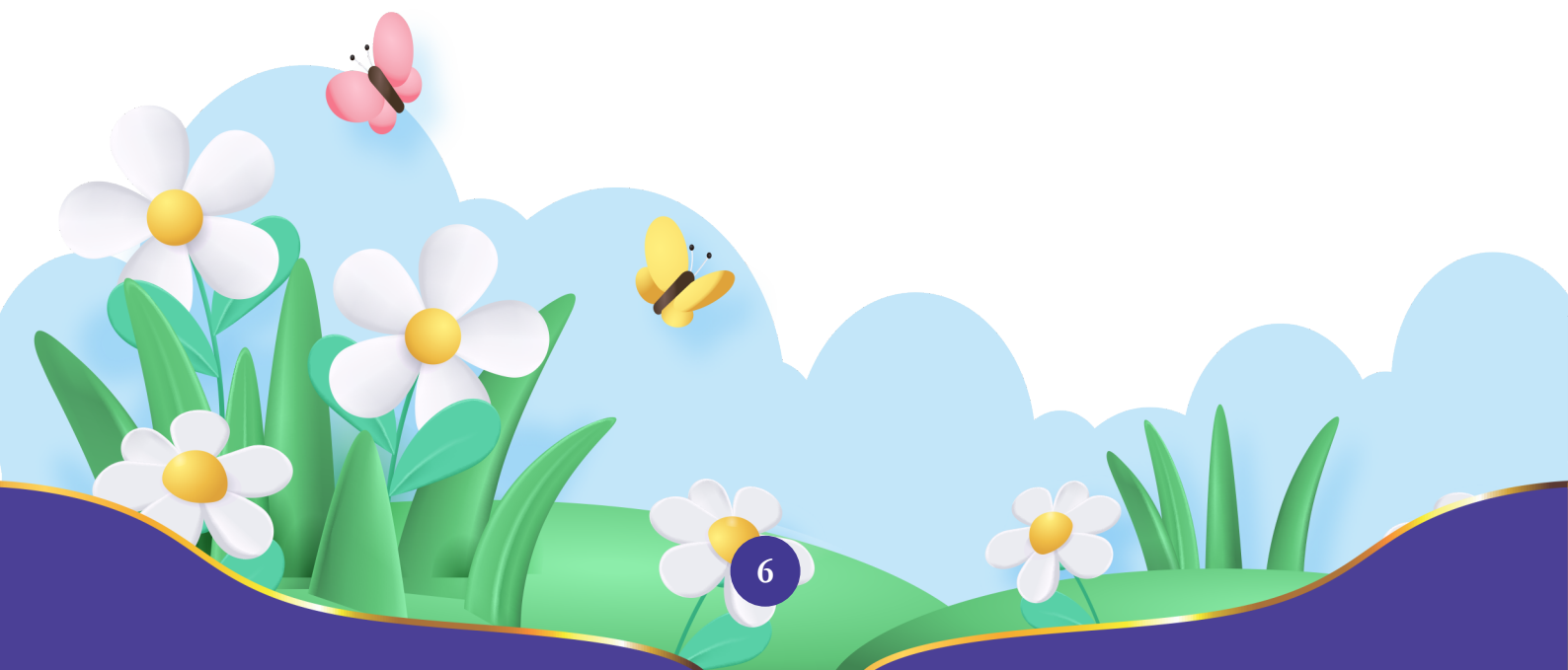
Third, the Strategy was aligned with the NCAJ Strategic Plan 2021-2026 and individual justice agency strategic plans and blueprints to ensure that child justice reforms continue to be mainstreamed into broader justice sector reforms. It also integrates justice-sector commitments under the National Prevention and Response Plan on Violence Against Children 2019–2023 and includes actions needed to implement the reforms fully.

Fourth, the Strategy builds on the findings and recommendations from the available evidence on the child justice system in Kenya, including the Administration of Justice in Kenya Annual Reports 2021/22 and 2022/23, the Status Report on Children in the Justice System in Kenya (2019), Justice Sector Agencies Reports, and other reports on monitoring and advancement of child justice. Where relevant and appropriate, the Strategy has drawn from regional and international best practices and lessons learned in strengthening access to justice for children.

Lastly, special attention has been accorded to ensuring equal access to justice for all children (boys, girls and intersex children) and ensuring that the needs of this vulnerable group, namely children (including children with disabilities, intersex children, children on the move, and children from marginalised communities or in special circumstances) are mainstreamed throughout this Strategy. The consultations with children were also designed to ensure the inclusion of socially excluded and discriminated groups and to give equal weight to their voices and experiences.

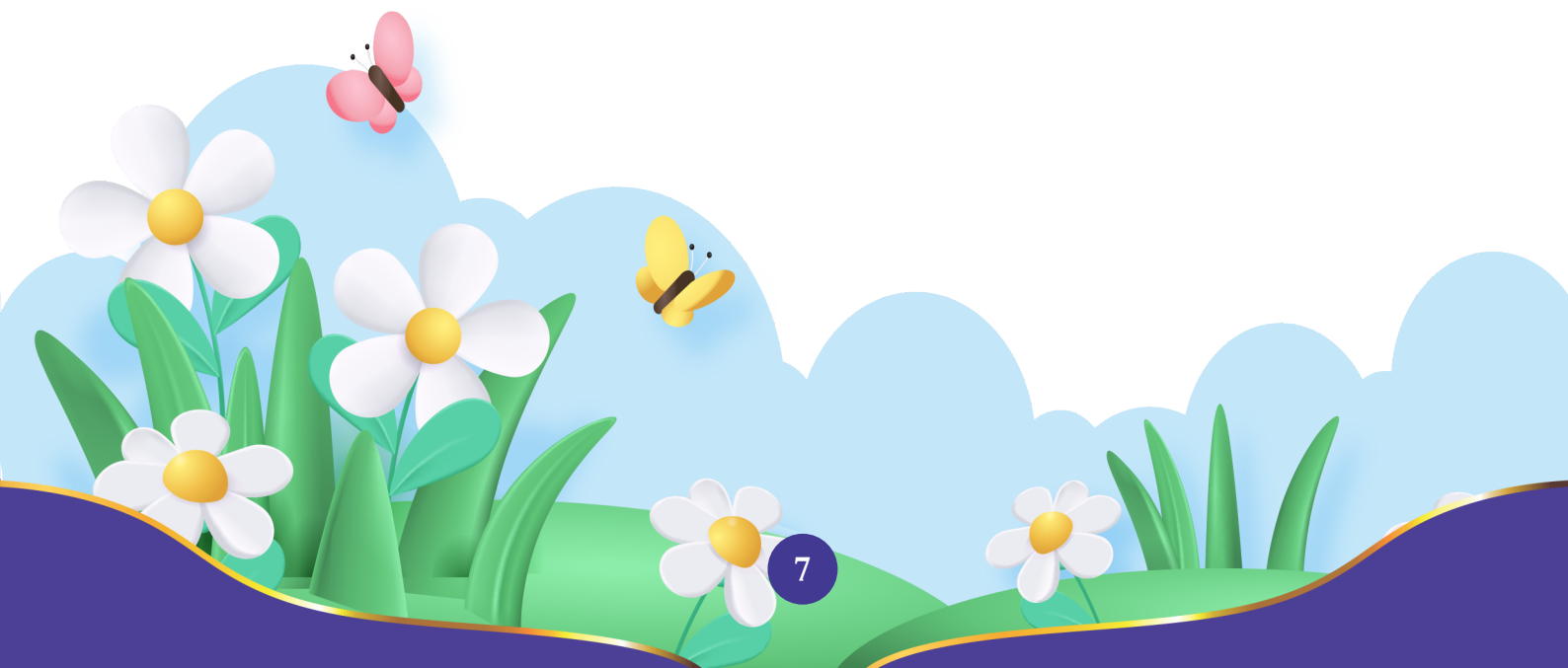
Various approaches to child justice reforms were considered and adopted in developing the National Strategy on Justice for Children. The approaches include;

- i. **Enhanced specialisation:** Child justice reform initiatives to promote greater specialisation in the handling of children at all stages of the justice process through the establishment of separate child-friendly infrastructure and designation and training of dedicated police officers, prosecutors, judicial officers, court staff, probation officers, witness protection officers, prison staff, caregivers at all children's statutory institutions and other authorised officers. Child-specific modules should be incorporated into pre-service training and continuous professional development for all justice professionals and prioritised by the training institutions.
- ii. **Separation of justice and care systems:** The current system does not sufficiently differentiate between children in conflict with the law and children in need of care and protection, with all categories of children subject to apprehension by the police and confinement in the same statutory institutions. These two categories should be differentiated from their inception at the point of entry and follow diverse procedures.
- iii. **Family and community involvement:** The family is the central unit of Kenyan society, and the Constitution reinforces that the family is the natural and fundamental unit of society and the necessary basis of social order. Child justice reforms should proactively involve community-based responses, recognising that extended family, community leaders, and other community-based support networks are often best placed to support children.
- iv. **Sector-wide and multi-disciplinary approaches:** An effective and efficient child justice system requires inter-linked justice and social welfare agencies responding to children's multi-disciplinary needs. Strong coordination is crucial in integrating and synchronising the efforts of all stakeholders.
- v. **Sustainable, targeted and incremental reforms:** There is a need for a gradual and incremental process of change and expansion at a realistic and sustainable pace. Critical interventions will target geographic areas that have the most significant child justice issues, and reforms progressively expanded to other parts of the country.
- vi. **Evidence-based planning:** Reforms to the child justice system should be grounded in an evidence-based approach to planning and policy development and focus on assessing the impact and effectiveness. Identifying good practices and measuring the impact of reforms will require access to reliable information on children in the justice system.
- vii. **Using technology to enhance access to justice:** Technology is a crosscutting strategy that child justice reforms should employ to improve efficiency in service delivery. Greater uptake of new technologies should be promoted to strengthen case management and data collection practices, facilitate virtual court hearings and video-link testimony, expand training opportunities for justice professionals, and empower children.



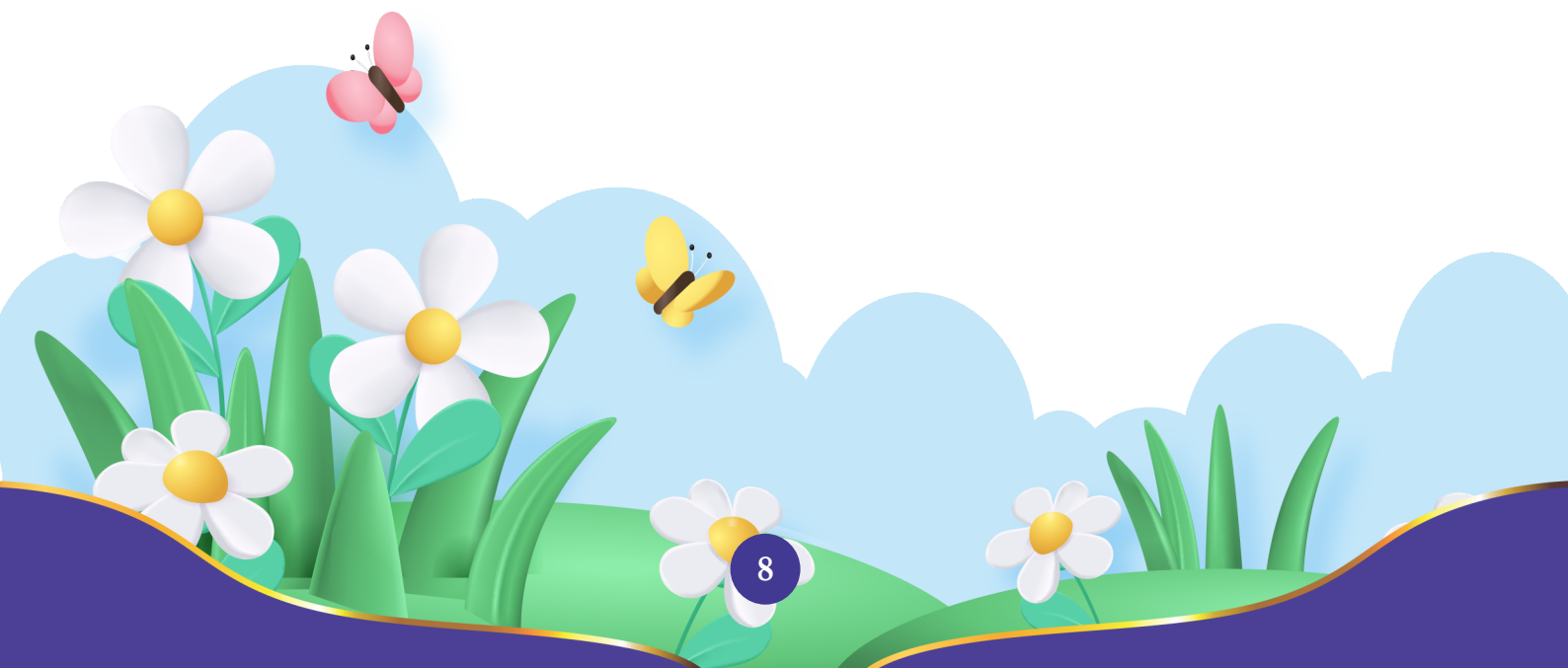


SITUATION ANALYSIS OF THE CHILD JUSTICE SYSTEM





**SITUATION ANALYSIS OF
THE CHILD JUSTICE SYSTEM**



2. SITUATION ANALYSIS OF THE CHILD JUSTICE SYSTEM

2.1 Legal and Policy Framework for the Child Justice System

The justice system is yet to fully realise the envisaged gains in being child-friendly, as was established in the findings of the ‘*NCAJ Report on the Status of Children in the Justice System*’ undertaken by the Special Taskforce on Children Matters in 2019. However, there are increasing efforts and achievements by NCAJ and its agencies in strengthening the implementation of Kenya’s robust laws on children’s rights and access to Justice. This strategy aims to consolidate the gains realised for future improvement.

Various international, regional and national legal and policy instruments have informed the Strategy. On the international and regional front, the Strategy is guided by Sustainable Development Goals, the UN Convention on the Rights of the Child (CRC), and the African Charter on the Rights and Welfare of the Child (ACRWC). Other international instruments include: Convention on the Rights of the Child (CRC); African Charter on the Rights and Welfare of the Child; Guidelines on Action for Children in the Justice System in Africa, 2012; UN Guidelines on Justice in matters involving Child Victims and Witnesses of Crime; UN Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice; UN Standard Minimum Rules for the Administration of Juvenile Justice; UN Guidelines for the Prevention of Juvenile Delinquency; and UN Rules for the Protection of Juveniles Deprived of their Liberty.

Regarding the national policy framework, the Strategy is anchored on Kenya Vision 2030, the Medium-term Plan (MTP) IV 2023-2027, thematic national child protection policies, the NCAJ Strategic Plan (SP) 2021-2026, and the strategic plans (SPs) and blueprints of agencies in Kenya’s justice system. Further, guidance on the handling of children is also domiciled in the following policy documents: -

- i. Child Protection Unit SOPs;
- ii. The ODPP Diversion Policy;
- iii. Children Court Users Committee Guidelines
- iv. Criminal Bench Book,
- v. Bail and Bond Policy Guidelines 2015;
- vi. The Alternative Justice System Policy;
- vii. The Court Annexed Mediation Rules; and the
- viii. Sentencing Policy Guidelines 2023

On the national legal framework, the Strategy is anchored on the Constitution of Kenya 2010, Children’s Act 2022 and other relevant laws. Article 53 of the Constitution enshrines the fundamental right to access justice and recognises the best interest of the child as a paramount consideration in all matters concerning the child.

The Children Act 2022 reinforces Article 53 of the Constitution by providing substantive guidance on promoting and protecting the rights of children in Kenya. Further, the Act provides various interventions that safeguard access to justice for children. This includes establishing children courts, outlining the rights of children in the justice system, describing the role of every actor and stakeholder, guidance on the minimum age of criminal responsibility, diversion, alternative dispute resolution in children matters, de-institutionalisation and strengthening of family and community-based alternative care.

Other relevant laws include, the Borstal Institutions Act (Cap 92); Criminal Procedure Code (Cap 75); Computer Misuse and Cybercrimes Act, 2018; Community Service Orders Act, 1998; Evidence Act (Cap 80); Legal Aid Act, 2016; Magistrates Court Act, 2015; Marriage Act, 2014; Mental Health Act (Cap 248); National Police Service Act, 2011; Penal Code (Cap 63); Persons Deprived of Liberty Act, 2014; Persons with Disability Act (Cap 133); Prisons Act (Cap 90); Prevention of Terrorism Act, 2012; Probation of Offenders Act (Cap 64); Protection against Domestic Violence Act, 2015; Kenya National Commission on Human Rights, 2011; Civil Procedure Act (Cap 21), Law of Succession Act (Cap 160). Child victims and witnesses in criminal proceedings are afforded special procedural protections under the Witness Protection Act, 2006, Victim Protection Act, 2014, Sexual Offences Act, 2006, Prevention of Torture Act, 2017 and the Counter-trafficking in Persons Act among others.

2.2 Investigation and Handling of Children by Police

The National Police Service (NPS) has taken steps to improve handling of all categories of children in contact with the law. The NPS Standing Orders guide the handling children in conflict with the law. The Directorate of Criminal Investigations has also established a specialised Anti-Trafficking and Child Protection Unit (AHTCPU) with offices in Nairobi and Mombasa to investigate complex crimes against children (including child trafficking, sexual exploitation and abuse of children, and online abuse), and to liaise with Interpol and international law enforcement agencies. In addition, NPS has established 23 Child Protection Units, a separate child-friendly structure at police stations equipped to temporarily accommodate children in conflict with the law and children in need of care and protection for up to 24 hours. Child Protection Unit Standard Operating Procedures have been developed to guide the operation of these special holding facilities. Further, a Poli-care one-stop model has also been initiated, with integrated services for child victims under one roof.

However, the *NCAJ Report on the Status of Children in the Justice System* highlighted several ongoing challenges with the police handling of children's cases. The NPS Standing Orders require police to notify a child's parent or guardian immediately after apprehension and state that a child must not be interrogated except in the presence of a lawyer, but in practice, children continue to be interviewed in the absence of a parent/guardian or advocate. Children also report violence and maltreatment at the hands of the police, including the use of force and threats to obtain information.¹

Although the *Children Act 2022*, NPS Standing Orders and Bail and Bond Policy Guidelines prioritise the release of children on police bail and state that police should avoid holding children unless necessary, in practice, many children are held in police custody for relatively petty offences such as theft and loitering, or on care and protection grounds. Only 37.89 per cent of the 95 police stations surveyed had some form of holding facility for children, and in those with CPUs, child victims and other children in need of protection are often held in custody together with children in conflict with the law. There is no budget line in the NPS budget to cover the operating costs of the CPUs, and some are not fully operational or not compliant with CPU standards. Children in conflict with the law continue to be held in police custody alongside adult offenders either because no separate facility has been established to hold them, the facilities are non-functional, or available child-holding facilities are far from court. Conditions in many police stations are not optimal.

Effective and child-friendly investigation of crimes of violence against children also remains a challenge. Although the AHTCPU has made significant progress since its launch in 2016, issues of child sexual exploitation, abuse and trafficking remain growing concerns throughout the country. The NCAJ's 2019 *Status Report on Children in the Justice System in Kenya* highlighted that child sexual abuse cases make up an alarming 60 per cent of children's cases handled by the police. Emerging online threats to children and the evolving methods used by those who use information and telecommunications technology (ICT) to exploit children have added a layer of complexity to investigations. However, the NCAJ report notes a limited number of

¹ Ottolini (2016)

specialist investigators to handle these cases effectively, and cases are often lost because the police rely on witness and victim accounts and do not carry out in-depth investigations. Police also lack specialist skills in conducting effective and child-friendly interviews with child victims and witnesses.

2.3 Prosecution and Handling of Children in Courts

The *Children Act 2022* calls for the establishment of specialised Children’s Courts with broad jurisdiction to hear all criminal and civil matters relating to children (as alleged offenders, victims/witnesses of crime, in need of care and protection, or disputes about their custody and maintenance). It also introduces a new “preliminary inquiry” process designed to promote early decisions about diversion and pre-trial release of children. At the end of Financial Year 2022/23, there were 125 Magistrates’ Court stations and 572 judicial officers with two full-time specialised Children’s Courts having been gazetted in Milimani and Tononoka. In other court stations, magistrates handle children’s matters using specialised procedures in accordance with the Children’s Court Practice Directions 2020. Some courts have taken the initiative to create a more child-friendly environment when hearing children’s cases, including designated courtrooms and child-friendly holding areas and counselling rooms. The Registrar Magistrate’s Court has also introduced the use of white coloured case files for children’s files and separate registers for children’s matters. The court has also developed a Protection and Care (P&C) form that is used for applications concerning children falling under Section 144 of the Children Act 2022, rather than using a charge sheet.

The ODPP has also taken steps to strengthen its handling of children’s cases. A Child Justice Unit with 80 prosecutors has been established, and child-friendly pre-trial interview rooms are being set up in select county offices. The ODPP has issued a Child Prosecution Policy, and its Prosecution Training Institute initiated the development of a specialised training course on handling children’s cases. The ODPP has been using plea bargaining for children’s cases and trained prosecutors to improve expeditious disposal of children’s cases.

The NCAJ *Status Report on Children in the Justice System 2019* established that child-friendly handling of children’s cases and child-friendly facilities for children in the court stations are rare. Most courts lack child-friendly infrastructure, and proceedings are not sufficiently adapted to ensure that children can understand what is happening and participate effectively. Children in conflict with the law continue to be transported to and appear in court alongside adults. Whilst some courts have been equipped with video conferencing facilities and special witness boxes and use intermediaries to assist child victims and witnesses to give evidence, these special measures are not consistently available for all children who need them. Overall, children find court attendance to be a frightening experience and are stressed by the unfamiliar and unfriendly environment, lack of understanding of court procedures, and communication barriers including the unfamiliar language used.²

The courts also face significant challenges in completing children’s matters within the six-month timeframe mandated by the law. The NCAJ *Status Report on Children in the Justice System* found that 60 percent of cases involving children take more than six months to resolve, and 30 per cent take between one and two years. Delays are particularly acute in defilement and other child sexual offences cases. As a result of court backlogs, many children in conflict with the law spend significant amounts of time remanded in custody, often for petty offences such as theft and loitering. The costs of bail and bond present a major obstacle to reducing remand, particularly for children from disadvantaged backgrounds. Many defendants and their families are unable to meet even the lowest bail terms and lack substantial collateral to provide for bonds.³

The Judiciary has implemented several strategies to improve expeditious access to justice, including the

² Ottolini (2016).

³ PLEAD Baseline Study: Strengthening the Administration of Justice and Operationalizing the use of Alternatives to Imprisonment in Kenya Project.

development of Guidelines for Active Case Management of Criminal Cases (2019) and using ICT to improve case management systems. Under the initiative of the Standing Committee on Children’s Matters, regular Children’s Court Service Weeks were introduced, and then later became “Judicial Service Month for Children Matters” to reduce case backlogs. In addition, the justice sector responded to Covid 19 by accelerating the uptake of technology to ensure continued access to justice. The judiciary has been using tele-conference facilities to reduce public/in-person hearings, holding weekend mentions of all children in remand homes, and providing a virtual court setting to ensure safety and that all parties are heard expeditiously.⁴

2.4 Legal Representation and Support Services

Access to legal representation in Kenya and especially for all children in contact with the justice system remains a challenge due to inadequate legal framework, institutional capacity and low budgetary allocation. This explains why the Constitution, the *Children Act, 2022* and this Strategy law more emphasis on availability, access, affordability and quality of legal representation and support services.

Under the *Constitution* (Article 50(2)(g)) and *Children Act 2022*, children are guaranteed the right to legal representation. The *Legal Aid Act 2016* established the National Legal Aid Service, which is responsible for administering a national legal aid scheme, facilitating the representation of persons granted legal aid (including children) in civil and criminal matters, and managing the Legal Aid Fund. An accreditation scheme in place to accredit legal aid providers and paralegals, and Justice Advisory Centres are being progressively established to provide improved access to legal aid. Children are also able to access free legal representation through the Law Society of Kenya’s *pro bono* service scheme and from CSOs. However, the NCAJ *Report on the Status of Children in the Justice System* found that most children do not have access to defence lawyers, and in some cases, lawyers do not have the necessary skills and interest to effectively represent children.

The *Children Act 2022* and CPU SOPs also recognise the important role of Children’s Officer, Probation Officers and other social welfare service providers in supporting children in contact with the law. The DCS and its Children’s Officers have primary responsibility for responding to children in need of care and protection, and both Children’s Officers and Probation Officers are responsible for providing timely social background assessments to police, prosecutors and the courts. The CPU SOPs are predicated on close coordination and cooperation between police and Children’s Officers from the early stages of a child’s contact with the justice system. However, Children’s Officers are responsible for covering large geographical areas, are often overstretched, and lack adequate resources to support the effective execution of their duties. Even if aware of a situation concerning children, they may not be able to make a timely intervention due to both work overload and insufficient resources.

As with DCS and Probation and Aftercare Services’ (PACS), the capacity to supervise and support children in conflict with the law and to produce timely, high-quality reports remains constrained by limited human and financial resources.

In addition to the support available from DCS and its Children’s Officers, vulnerable or threatened child victims and witnesses are also supported by the Witness Protection Agency (WPA). The WPA was established under the *Witness Protection Act, 2006* to provide special protection to witnesses facing potential risk due to their cooperation with prosecution and law enforcement in and outside Kenya. The level of support and protection provided to each witness is decided on a case-by-case basis, and may include: physical and armed protection; relocation; change of identity; and measures to protect the person’s identity during the court proceedings, including in camera hearings, use of pseudonyms, use of intermediaries, redaction of identifying information of the witness, use of video link, obscuring /distorting identity of the witness, expunging identifying information from courts public record or change of trial venue or dates. The WPA also helps facilitate children’s effective participation in the criminal justice process by facilitating pre-trial

⁴NCAJ Strategic Plan 2020- 2025

preparatory meetings with the ODPP, presenting children in court to testify and ensuring their continued safety, providing intermediary support in court and obtaining court protection orders if the child is under curator ad litem or needs other special protection measures.

2.5 Rehabilitation, Reintegration and Aftercare of Children

Probation and Aftercare Services is mandated under the *Children Act 2022*, *Probation of Offenders Act*, and *Community Services Orders Act*, to play a key role in the rehabilitation, reintegration and aftercare of children in conflict with the law. Probation Officers prepare social inquiry reports for the courts, supervise children under probation and other non-custodial orders, and provide reintegration support for children released from institutions. PACS has offices in all 47 counties and has taken steps to expand its workforce and build the capacity of Probation Officers. It has developed a training programme for Probation Officers, introduced risk and needs assessment tools for children, developed guidelines for report-writing, revived the Voluntary Probation Officers Programme, and increased officer-offender contact level through the opening of outreach reporting centres.⁵ However, its capacity to provide specialised supervision and rehabilitation programmes for children in conflict with the law remains constrained by limited human and financial resources, and lack of effective linkages with county governments who are responsible for administering child welfare programmes provided by state and non-state actors.

A range of statutory institutions are available for children in conflict with the law and children in need of protection, including: 14 remand homes, ten rehabilitations schools, two reception centres, and five rescue centres under the management of the DCS; three probation hostels managed by PACS; and two Borstal institutions (one for boys and one for girls) and a Youth Corrective Training Centre (YCTC) under the management of Kenya Prisons Services. The Through Care Guidelines, 2013 require that each child committed be assessed and have an individual care plan, encompassing counselling, education and reintegration. Although the principle of institutionalisation as a last resort has been entrenched in law, there continues to be over-reliance on institutional placements for all categories of children. In most statutory institutions, child victims and other children in need of care and protection are mixed with children in conflict with the law.

The NCAJ *Report on the Status of Children in the Justice System* raised several concerns about the quality of care for children in statutory institutions. It found the infrastructure in these institutions was uneven, with some characterised by dilapidated buildings, mismanagement, dirty and unsafe premises, and ill-equipped and sparsely furnished dormitories. Often they were found to violate children's fundamental right to be treated with dignity and to access health care and nutrition, education and recreation. The report noted overcrowding and understaffing in some institutions, including one with only three staff on post to cater for 88 children. Corporal punishment in institutions and physical, sexual and emotional violence against children at the hands of both staff and peers have also been raised as significant cause for concern.⁶ Prisons also lack sufficient facilities and funding to ensure quality care for young children accompanying their mothers.

To address some of the challenges identified during its visits, the Standing Committee developed a Monitoring, Supervision and Inspection Guideline for Holding Facilities. This tool sets a baseline standard for all child holding institutions in the child justice system. The purpose of the Guideline is to monitor compliance with basic minimum standards related to admission procedures, institutional capacity, condition of the facility, quality of food and nutrition provided, rehabilitation programmes, right to formal education, staff training and funding. This is intended to ensure quality of care for all categories of children in statutory institutions and to promote the accountability of all children's institutions in conformity with the *Constitution of Kenya 2010* and the best interest of the child.

⁵ Probation and After Care Services Strategy Plan 2018-2022

⁶ Ottolini (2016).

In addition, DCS undertook a comprehensive assessment of rehabilitation and social reintegration programmes for children in conflict with the law. The Report highlights that, whilst statutory institutions run a range of rehabilitation programmes, they are generally under-funded and inadequate, and formal educational programmes operate below standard due to inadequate staffing. The report highlighted a need to redesign existing programmes and to introduce new, specialised programmes to address violent extremism, sexual offences and offences related to drugs and substance abuse.⁷ DCS has issued a Blueprint for Rehabilitation and Social Reintegration Programmes for Children in Conflict with the Law (2021) to address the challenges identified.

2.6 Alternative Justice Systems, Diversion and Alternative Dispute Resolution

The Constitution reinforces that traditional, customary and other informal or non-State forms of dispute resolutions, are an important part of the justice system. The promotion of alternative dispute resolution has been a significant focus of justice sector reforms in Kenya. The Judiciary has established court-annexed mediation to resolve family and other civil matters, and actively uses mediation to amicably resolve child custody and maintenance cases and reduce the number of children's cases before the courts. The Judiciary has also developed an Alternative Justice Systems (AJS) Framework Policy (2020) outlining how the judicial system and AJS can interact in a manner that is mutually reinforcing and focused on an effective system of justice, and identifying steps to be taken to animate this important aspect of the administration of justice.

The Alternative Justice Systems Baseline estimates that over 90 per cent of disputes, including matters relating to children, are resolved through alternative justice systems (AJS) outside the confines of Courts. The Alternative Justice Systems Framework Policy (2020) acknowledges the important and enduring role of alternative justice systems, and notes that they are more restorative, less adversarial and can be an effective mechanism for increasing access to justice. Linkages between AJS and the formal justice system are weak in many counties, as is accountability and documentation of AJS cases.

The Children Act, 2022 introduced important provisions on pre-trial diversion of children. The ODPP has also issued a Diversion Policy and Diversion Guidelines which prioritise pre-charge diversion of children in conflict with the law and outline a range of restorative and rehabilitative diversion options that may be used. The NCAJ has also developed a draft Diversion Toolkit for Practitioners, a practical guide to diversion for judicial officers, legal practitioners, prosecutors, police, Children's Officers and probation officers. Diversionary measures include reconciliation, mentorship, counselling, substance abuse or mental health support, and rehabilitation programmes aimed at education, vocational training and life skills. However, despite these efforts to systematise the use of diversion, in practice diversion continues to be used on ad hoc basis, and many children charged with relatively minor offences continue to appear before the courts. The linkage between the justice agencies and county governments on administering diversion and other child welfare programmes remains weak in some counties, undermining the effective implementation of diversion programmes.

⁷ Department of Children's Services (2021) Assessment of Rehabilitation and Social Reintegration Programmes, Services and Practices for Children in Conflict with the Law in Kenya.

2.7 Strengths, Challenges and Lessons Learnt in the Administration of Justice for Children

	Strengths	Challenges
All categories of children	<p>Updated Children Act 2022</p> <p>Existence of the Standing Committee on the Administration of and Access to Justice for Children</p> <p>Availability of safe spaces within the system, e.g, CPUs, Children Holding areas within the courts, child friendly interview rooms</p>	<p>Low awareness among community members on the existing legal framework on child safeguarding, protection and reporting.</p> <p>Delays in concluding children court cases</p> <p>Lack of legal representation for children</p> <p>Over-reliance on institutions</p>
Children in conflict with the law	<p>NPS Standing Orders include chapter on children in conflict with the law.</p> <p>CPUs in 23 police stations; some have good collaboration between police and Children Officers.</p> <p>Specialised remand homes for children.</p> <p>Criminal Bench Book, Bail and Bond Policy Guidelines 2015, and the Sentencing Policy Guidelines 2016 all emphasise detention as a last resort.</p> <p>Blueprint for Rehabilitation and Social Reintegration Programmes for Children in Conflict with the law developed.</p>	<p>Communities sometimes respond with mob justice.</p> <p>Some police do not consistently inform children of their rights and the charges against them; sometimes mistreated by police.</p> <p>Not all counties have CPUs, and they are not incorporated into the NPS budget. Children are sometimes transported and put in police cells with adults.</p> <p>Statements are recorded without parents or advocate present.</p> <p>Children spend lengthy periods on remand for minor offences such as theft.</p> <p>No special holding area at the courts, children held and taken to the dock with adults.</p> <p>Children often don't understand what is happening in court – no child-friendly language or advocate.</p> <p>Quality of care and infrastructure in statutory institutions is uneven. Children are often detained far from their homes.</p> <p>Insufficient targeted and specialised interventions addressing drugs and substance abuse, alcoholism, sexual offending and violent extremism.</p>

<p>Child victims and witnesses</p>	<p>Gender Desks with trained officers. Specialised AHTCPU in Nairobi and Mombasa.</p> <p>Poli-care one-stop model with integrated services under one roof.</p> <p>Laws provide for special measures for vulnerable victims (including children) at all stages of the criminal proceedings Witness Protection Services for vulnerable or threatened witnesses.</p> <p>ODPP child-friendly pre-trial rooms in 6 counties.</p> <p>Witness boxes in some courts.</p> <p>Courts open P&C files and issue protection orders for child victims.</p> <p>Existence of advisory committees on counter trafficking in person and the secretariat</p>	<p>Child victims are held in CPUs, remand homes, and other statutory institutions together with children in conflict with the law.</p> <p>Police under-resourced.</p> <p>A gap in the coordination between WPA and police COs are sometimes slow to respond due to limited human resources and budget.</p> <p>No mandatory reporting from medical officers or hospitals; hospitals don't connect with the police.</p>
<p>Children in civil proceedings</p>	<p>P&C forms introduced Court calls for a COs report when dealing with P&C cases.</p> <p>DCS Guidelines on Case Management and Referral for Child Protection Care reform promotes family-based forms of care and aims to reduce institutionalisation.</p> <p>Family group decision-making introduced.</p> <p>Court annexed mediation being introduced for family matters.</p>	<p>An insufficient number of Children Officers. Over-reliance on formalised justice system Limited facilities for placement of children.</p> <p>Some magistrates do not take into account the best interest of the child.</p>

Lessons Learnt

1. Experiential learning through circuit and service week visits informed the deliberations of the Task Force. Between 2016 and 2019, the members visited fifty-eight child holding facilities and related institutions in fifteen counties. The field visits helped them to discover practices and validate the situation on the ground, gain deeper insights, prioritise and address issues of concern and monitor changes (positive and negative).
2. Participation in consultative meetings supported with different stakeholders and academia enabled capturing of diverse perspectives of different interest groups including children.
3. Different duty bearers/actors have commenced specialised intervention to enhance safeguards of children in the justice system such as establishment of child protection units, DCI child protection and counter-trafficking unit; ODPP Child Protection Unit among others.
4. Gazetting of all magistrates with the jurisdiction of hearing children matters in addition to establishment of specialised courts.



**STRATEGIC MODEL FOR THE
EFFICIENT ADMINISTRATION
OF CHILD JUSTICE**





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3. STRATEGIC MODEL FOR THE EFFICIENT ADMINISTRATION OF CHILD JUSTICE

3.1 Vision

A child-centric justice system that is responsive and accessible to all children.

The above vision is borne out of the reality that justice is cross-cutting, broad and multi-faceted. It is a natural desire and a legitimate expectation of every child to be treated justly. The vision considers all people as critical stakeholders in enhancing access to justice for children, and is aligned with NCAJ's vision of having *a coordinated and cohesive justice sector serving the people in Kenya*. The vision also aligns with the strategic aspirations of NCAJ member agencies, as enshrined in their Strategic Plans and Blueprints.

3.2 Mission

To achieve a specialised child justice system that respects, protects, upholds, and safeguards children's rights and best interests.

The mission of this Strategy aligns with the Key Result Area (KRA) Number 6 of the NCAJ Strategic Plan 2021-2026 on *improved access to justice for vulnerable persons, including children*.

“Child-friendly justice” describes justice systems that are designed or adjusted to be sensitive to the particular issues that children face when they come into contact with the law. The Guidelines on Action for Children in the Justice System in Africa says that “child friendly” shall mean “attributes, attitudes and behaviours which take into account the need for justice systems to be sensitive to the evolving capacity and developing maturity of the child, and to their enhanced need for protection, to the need for participation of children, and to the requirements of respect for privacy, dignity and family life.”

3.3 Objectives

The objectives of this Strategy are:

- i. To ensure a coordinated, efficient, effective and consultative approach in the administration of justice for children in Kenya.
- ii. To empower stakeholders, to prevent violence against children, timely response and child participation towards a child friendly justice system that is well resourced.
- iii. To strengthen the coordination by NCAJ and relevant stakeholders to promote, protect and improve access to justice for children in the formal and informal sector.
- iv. To establish a monitoring, evaluation, learning and budgeting framework for the child justice system.

3.4 Guiding Principles for the Child Justice System

In line with the international child justice standards and the Children Act, 2022, the child justice system will be guided by the following general principles and approaches:

- i. **Best interest of the child:** The best interest of the child shall be the primary consideration in the design and implementation of child justice reform initiatives, and any actions or decisions concerning children in the justice system.

- ii. **Child-centred and rights-based approach:** Child justice reforms will keep children at the centre and empower them as rights holders. All children in contact with justice systems will be treated with care, sensitivity, fairness and respect, regardless of their legal status, or of the manner in which they have come into contact with the justice system.
- iii. **Child participation:** Every child must be given an opportunity to meaningfully participate in any proceedings that affect him or her. Child justice reforms will ensure that children's opinions are taken into consideration by justice actors in all decision-making, and that their right to be heard in any judicial proceedings that impact on them is fully respected. Recognising that meaningful participation of children leads to better solutions to the problems they face in accessing justice, emphasis will also be placed on affording children opportunities to feedback their experiences of the child justice system and to actively participate in all aspects of child justice reform initiatives.
- iv. **Inclusivity and gender-sensitivity:** Child justice reforms will aim to ensure equal access to justice for all children, taking into account the special needs of particularly vulnerable groups, including children with disabilities, intersex children, children in street situations, children on the move,⁸ children accompanying mothers in prisons, and children from marginalised communities and those involved in criminal gangs or violent extremism. Special attention will also be given to ensuring that justice sector reforms address the special needs of girls and boys, especially girls in conflict with the law.
- v. **Involvement of parents / guardians at all stages:** Children have the right to the support of a parent, guardian or other supportive adult at all stages of the justice process, unless their participation is not in the best interest of the child. Emphasis will be placed on family tracing and family reintegration at the earliest possible stages, so that children are not held in custody unnecessarily, and so that they can benefit from parental support throughout the process.
- vi. **Deprivation of liberty as a last resort:** Placing children in closed facilities or institutions, whether pre- or post-trial, should be used only as a matter of last resort and for the shortest period necessary. In principle, deprivation of liberty should be used only for children who commit serious crimes involving violence or persist in committing other serious offences and where there is no other appropriate alternative response sufficient to ensure public safety. Emphasis will be placed on strengthening of family and community-based alternatives for the supervision and rehabilitation of children in conflict with the law, and strengthening family-based forms of alternative care for children in need of care and protection.
- vii. **Maximum use of alternative justice systems and diversion:** Community dispute resolution mechanisms and other forms of restorative justice are an important part of improving children's access to justice. The use of alternative dispute resolution and diversion will be encouraged in appropriate cases, and child justice reforms will focus on ensuring that these alternative justice systems (AJS) are child-friendly and respectful of children's rights.
- viii. **Right to privacy:** Children's right to privacy must be respected and protected at all stages of the proceedings. All agencies involved in the administration of justice must ensure that records and documents relating to children in the justice system are securely stored, and that the sharing of

⁸ Children on the move includes children moving for a variety of reasons (conflict, poverty, violence, natural disasters, climate change, lack of access to services) and includes children on the move voluntarily or involuntarily, within or between countries, with or without their parents or other primary caregivers, and whose movement might place them at risk (or at an increased risk) of economic or sexual exploitation, abuse, neglect and violence.

information about children is strictly controlled.

- ix. **Right to legal representation:** All children are entitled to legal representation, starting from the initial stages of their contact with the justice system and continuing through to the conclusion of proceedings. Emphasis will be placed on strengthening children’s access to quality, child-friendly legal advice and legal representation.

3.5 Strategic Areas, Outcomes and Key Activities

Kenya’s child justice theory of change is grounded in the belief that strengthening specialist capacities within the justice sector will create the necessary conditions and enabling environment to ensure children’s access to justice. Investing in the designation and training of specialised personnel, updating guidelines and procedures for handling children, and improving child-friendly facilities will lead to a more child-friendly justice system that is better able to support and protect children. It is also based on the understanding that strengthening the child justice system requires coordinated efforts and improved linkages between justice agencies, child protection service providers, families, and communities. In order to achieve this vision, the Strategy focuses reform efforts in seven strategic areas:



Summary of Strategic Areas and Outcomes

Strategic Area 1: More Preventive Child Justice System

- Outcome 1.1 Comprehensive social support system for all vulnerable children.
- Outcome 1.2 Targeted prevention programmes.

Strategic Area 2: Alternative Justice Systems, Diversion and Alternative Dispute Resolution

- Outcome 2.1 AJS used as a forum of first instance in appropriate children's cases.
- Outcome 2.2 Children in conflict with the law are diverted.
- Outcome 2.3 Child-centred mediation of family and other civil matters affecting children.

Strategic Area 3: Child-friendly Police Response

- Outcome 3.1 Police officers are child-friendly and skilled in handling children's cases.
- Outcome 3.2 Children in conflict with the law have their rights upheld during apprehension and investigation.
- Outcome 3.3 Effective and child-friendly investigation of crimes against children and children in need of care and protection.

Strategic Area 4: Support and Protection for Children throughout the Justice Process

- Outcome 4.1 Children have access to child-friendly legal information and legal aid.
- Outcome 4.2: Improved referral, psycho-social support and other support services for children.
- Outcome 4.3 Strengthened community-based alternative to remand, reduction in the number of children remanded in custody, and improved conditions for those who are remanded.

Strategic Area 5: Child-friendly and Expedious Court Proceedings

- Outcome 5.1 Specialised Children's Courts staffed by trained judges, judicial officers and judicial staff.
- Outcome 5.2 Prosecutors are child-friendly and skilled in handling children's cases.
- Outcome 5.3 Children can participate effectively in court proceedings and their best interest is at the centre of decision-making.

Strategic Area 6: Rehabilitation, Reintegration and Aftercare Services

- Outcome 6.1 Child Offenders subject to a supervised non-custodial order receive appropriate community supervision, rehabilitation and reintegration support.
- Outcome 6.2 Developmental needs of children in institutions are met.
- Outcome 6.3 Improved after-care for children leaving institutions.

Strategic Area 7: Coordination and Information Management

- Outcome 7.1 Enhanced sector-wide coordination at the national and sub-national levels.
- Outcome 7.2 Improved information management and research.

Strategic Area 1: More preventive child justice system

Child justice reforms will include an enhanced focus on prevention, with an emphasis on proactive, preventive measures to reduce children's vulnerability to abuse, neglect and exploitation, and to curb youth offending. Prevention strategies will be aimed at promoting a strong and stable family and community environment for children and addressing the social factors that put children at risk or bring them into conflict with the law. Children's vulnerability is linked to a complex array of socio-economic factors, and prevention cannot be achieved through isolated justice sector interventions alone. County governments will be key partners in strengthening prevention measures since they have primary responsibility for administering child welfare programmes and provide the key interlinkage between communities and programmes provided by state and non-state actors. Other government sectors (such as education and social protection), families, chiefs, and communities will be encouraged to promote opportunities for children, to support their development, and to be more proactive in prevention, detecting and reporting.

Outcome 1.1 Comprehensive social support system for all vulnerable children

Parents, families and communities play a central role in child well-being and development. Many parents struggle to take full parental responsibility as they strive to improve the economic situation and lack knowledge on positive parenting and guiding and supporting their children through their teenage years. Enhancing the capacities of parents, families, and communities to care for and protect children is crucial to addressing violence against children and youth offending. The National Prevention and Response Plan on Violence Against Children in Kenya 2019 – 2023 includes several planned activities that will contribute to this outcome, including strengthening parenting and caregiver support programmes and building the capacities of the social workforce on implementation of positive parenting, economic empowerment and linking families to services. Child justice interventions will similarly reinforce the importance of strengthening parenting skills and providing support and assistance to children and families who are particularly vulnerable or at risk. Family strengthening policies should also guide interventions to enhance social support system for vulnerable children.

1.1.1 Enhance parental capacity and responsibility

- Increased social protection / financial support to vulnerable households (e.g. kitty under the social protection policy to assist in alleviation of poverty of struggling parents and guardians).
- Implement evidence-based parenting programmes which enhance parental capacity and responsibility, including the roll-out of the National Parenting Manual (with co-parenting guidelines for separated parents) and parental coaching for parents having difficulty parenting.
- Establish family support groups and family support initiatives in high-risk communities.
- Develop family group conferencing manual / guidelines

1.1.2 Strengthen community capacity to protect children

- Expand recreational spaces for children and young people.
- Sensitize the community on child protection (prevention, detection, reporting) and improve reporting and referral structures at the community level.
- Increase the capacities of community policing committees, child protection volunteers, and health workers to identify, prevent and respond to violence against children.
- Sensitize the community on laws and policies addressing access to justice for children through organized community forums, Children's Assemblies, online platforms, radio stations, and television.
- Expand PACS Probation Community Resource Centres (PCRC), CoG and other social justice centres for children.
- Address mob injustice through community sensitisation, identifying and engaging chiefs, community champions and change agents, and apprehension of people who commit mob injustice.
- Strengthen services (government and non-government) to support street children and other vulnerable groups, including strengthening the street family rehabilitation trust fund under the Ministry of Labour and Social Protection.
- Develop child-friendly materials for children (e.g. comic books, website and/or app) on their rights in the justice system, including information about how to lodge complaints or access remedies if those rights are violated.
- Disseminate the National Strategy on Justice for Children, Children Act, 2022 and all Child Justice strategies, including child-friendly versions.

Outcome 1.2 Targeted prevention programmes

Targeted programmes will also be developed to address risk factors for offending in high-crime communities. A mapping exercise will be undertaken to identify communities where child offending is highest, and to identify existing prevention programmes and promising practices. These communities will be the initial targets for prevention activities, with successful initiatives gradually scaled up to other areas. Specialised prevention programmes will also be put in place to address the growing risk to children in the online environment and other emerging threats.

1.2.1 Evidence-based crime prevention programmes

- Conduct a thematic baseline on emerging crimes.
- Conduct a mapping to identify communities where child offending is highest, and to identify existing prevention programmes and promising practices.
- Implement prevention programmes in high-risk communities, including life skills programmes and evidence-based programmes to prevent gang involvement, sexual offending, drug abuse and radical violent extremism.
- Establish a Police Admonishment Programme targeted at children at risk of offending as a strategy to support prevention of crime among children.

1.2.2 Strengthen protection of children from online abuse, violent extremism, trafficking and other emerging risks

- Develop and implement a National Plan of Action on Child Online Protection.
- All counties implement their Action Plans on Countering Violent Extremism and operationalise County Policing Authorities (CPAs)
- Review the Sexual Offences Act 2006 to address discrimination of minors based on gender.
- Empower County Policing Authority (CPAs), County Policing Forums (CPF's) and communities to undertake prevention and mitigation interventions on countering human trafficking. Implement the Tailor-made Curriculum on Preventing and Countering Violent Extremism for Children's Officers and accompanying Training Manual

Strategic Area 2: Alternative Justice Systems, Diversion and Alternative Dispute Resolution

To date, child justice reforms have focused primarily on formal systems processing of children and there has been limited investment in AJS for children. The bulk of investment in dispute resolution outside the courtroom targets formal ADR processes such as court-annexed mediation and powers assigned to constitutional commissions on ADR and diversion. One of the core principles laid down in the Constitutional provisions regarding the administration of justice is the requirement to embrace alternative forms of dispute resolution, including traditional dispute resolution mechanisms. The Judiciary's AJS Policy Framework and NCAJ draft Toolkit on Diversion for Practitioners reinforce this principle and highlight the important role of communities and restorative practices in improving children's access to justice. Strengthening these community-based mechanisms and ensuring that children's cases are handled in a manner that is child-friendly and respectful of children's rights will be a key part of ensuring children's access to justice.

In addition, even where formal proceedings have been initiated in relation to a child, alternative dispute resolution options should be available to prevent progression through to the courts. One of the key reforms under the *Children Act, 2022* is the introduction of procedures to divert children away from the formal justice system. The NCAJ and justice stakeholders have also identified diversion and court-annexed mediation as

critical tools for expediting access to justice in Kenya. The Judicial Strategy 2019-2023 includes plans to establish 50 Court Annexed Mediation registries, and diversion has also been identified as a key priority under the ODPP's Excellence Charter 2020-2023. In line with these broader justice sector reforms, the child justice system will aim to reduce the number of children's cases being processed through the formal justice system by strengthening the use of diversion and court-annexed mediation in both criminal and civil cases. Appropriate use of diversion and other forms of ADR reduces the negative impact of formal systems process on children, promotes restorative justice, and will also free up resources of the justice system to deal with more serious and complex cases. The Special Taskforce on Children's Matters' Big 7 Agenda for Action highlights that ADR mechanisms, court-annexed mediation, diversion, and plea bargaining are critical tools for expediting access to justice for children in Kenya and help ensure that detention of the child is a measure of last resort.

Outcome 2.1: AJS used as a forum of first instance in appropriate children's cases

In implementing the Judiciary's Alternative Justice Systems Policy Framework (2020), special attention will be given to ensuring that AJS provides fair and equitable access to justice for children. In line with the Policy, AJS will be promoted as a forum of first instance for resolving appropriate children's cases. As part of the broader work the Judiciary has planned, this will include identification of children's matters (civil and criminal) that may be resolved through AJS, regulation of AJS practitioners handling children's cases, defining appropriate procedures and processes for child-friendly handling by AJS, and enhancing the competence and accountability of AJS practitioners.

2.1.1 Clearly define the types of children's cases AJS can resolve

- Develop an AJS Policy and Guidelines for children encompassing all forms of AJS, including mediation, traditional dispute resolution, and diversion.
- Develop and gazette guidelines on the mandate of AJS in dealing with children's matters.
- Produce and disseminate information on AJS mandate in children's matters.
- Train AJS practitioners and the public on the appropriate jurisdiction for AJS in children's matters.
- Ensure children's issues are integrated into the AJS user guidelines, and develop a child-friendly version.

2.1.2 Enhance the capacity of community-based AJS practitioners to handle children's cases

- Ensure a special focus on children's matters in the development of the Standard Operating Procedures Guidelines for AJS and the Code of Conduct for AJS practitioners.
- Develop training for community-based AJS practitioners on handling children's cases in a child-friendly manner and making decisions in compliance with children's rights and best interests, and train a team of trainers to deliver the training and capacity building sessions.
- Train community-based AJS practitioners on handling children's cases.
- Develop and adopt guidelines for participation of paralegals or other intermediaries in children's cases.

Outcome 2.2: Children in conflict with the law are diverted

The introduction of diversion has been at the forefront of child justice reforms globally and in the region because it has proven to be an effective, low-cost strategy for responding to minor offending by children. Diversion allows minor, low-risk offenders to be addressed informally through restorative and other community-based interventions, thus allowing justice sector resources to be better targeted at higher-risk children who require more intensive interventions. It also spares children the negative consequences of formal systems processing.

As noted above, significant progress has already been made in establishing the legal and policy framework for the diversion of children. The use of diversion has now been entrenched in law through the *Children Act 2022*. Even before that, pre-trial diversion was guided and promoted through the ODPP Diversion Policy and Diversion Guidelines and the NCAJ draft Diversion Toolkit for Practitioners. Effective implementation of the new diversion provisions under the Act will require an inter-agency framework outlining how diversion plans will be developed, implemented and monitored, and to ensure quality control of diversion service providers. Over the next five years, effective implementation of diversion will be ensured by developing an agreed diversion implementation framework; training and capacity building of relevant authorities (police, prosecutors, and magistrates) on the exercise of their discretion to divert children; improving capacity for early risk assessment and diversion planning; strengthening programmes for children who have been diverted (e.g. life skills, structured counselling, anger management); and ensuring community-based restorative justice processes are child-friendly.

2.2.1 Develop an inter-agency framework for implementing diversion

- Form an ad hoc, inter-agency working group to study diversion implementation models and global, regional and national best practices, and to propose recommendations.
- Stakeholder workshop to discuss and agree on a framework for implementing diversion in line with the Children Act 2022 and ODPP guidelines.

2.2.2 Strengthen early assessment and decision-making about diversion

- Develop guidelines for Children's Officers / Probation Officers and other authorised officers on conducting diversion risk assessments and making recommendations to police, ODPP, and Courts regarding diversion.
- Train Children's Officers / Probation Officers and other authorised officers on the guidelines, including skills for risk assessments and diversion planning. Review and update the ODPP Diversion Policy and Diversion Guidelines to align with the new diversion provisions under the Children Act, 2022
- Progressively set up case management desks at all ODPP stations to promote early screening and diversion of children's cases.
- Train and sensitise ODPP on diverting children as part of the ODPP Training Institute induction and in-service training (as part of Outcome 5.2).
- Develop guidelines on conducting Family Group Conferences under s. 232 of the Children Act, 2022
- Develop a module to be included in the CPO Curriculum on Family Group Conferencing
- Train Children's Officers and other authorised officers on convening and facilitating Family Group Conferences and on the use of ADR in children's cases.
- Train and sensitise all magistrates on early diversion of children at the Preliminary Inquiry.
- Develop and implement a referral mechanism from police, ODPP, and courts to AJS / community-based restorative justice mechanisms and/or diversion service providers (as per the diversion implementation framework).
- Sensitise county governments, AACs, CACs and community members on diversion.

2.2.3 Strengthen programmes for children who have been diverted

- Develop guidelines on management and coordination of diversion programmes, including standards for accrediting diversion programmes, monitoring service providers for quality control, and evaluating the effectiveness of diversion programmes.
- Strengthen the capacities of Child Advisory Committees to coordinate diversion programmes.

- Develop structured partnerships with community leaders, community-based service providers and non-state actors to enhance a range of diversion programmes, including life skills, structured individual counselling, anger management skills, and programmes that take into account the special needs of vulnerable categories of children in conflict with the law (e.g. girls, children with disabilities, intersex children, children on the move, children in street situations, children from marginalised communities).
- Update the online National Directory for Children’s Service Providers to include accredited diversion service providers.

Outcome 2.3: Child-centred mediation of family and other civil matters affecting children

A significant number of cases before the Children’s Court involve disputes between parents regarding custody and maintenance of children. During past service weeks, several court stations have successfully used mediation to assist couples to amicably resolve their issues and avoid drawn-out litigation. Building on the work that the Judiciary is doing to promote court-annexed mediation in family matters, priority will be given to strengthening the capacity of accredited mediators to mediate family disputes relating to children in line with the best interest of the child. Emphasis will be placed on ensuring that mediation is child-centred (CCM) and child-inclusive (CIM), so that children have a voice in the mediation process and appropriate safeguards are in place to ensure their rights are respected and protected.

Mechanisms will also be introduced to provide a less adversarial and more strengths-based response to children in need of care and protection. Currently all children suspected of requiring care and protection must be brought before the court for a care and protection order. This over-reliance on court-mandated protection orders requires children and parents to navigate the adversarial Children’s Court process and contributes to backlogs due to the significant number of care and protection cases before the courts. The DCS has implemented a Family Group Decision-Making Conference model to facilitate reintegration of children who are in residential care, but only after the child and family have been through a lengthy justice process. Globally, many countries now use family conferencing at the pre-court stage to promote consensus-based child protection intervention planning, reduce the number of child protection cases requiring a court ordered-intervention, and minimise the number of children ending up in residential care.

2.3.1 Strengthen the use of child-centred and child-inclusive mediation in family matters

- Establish court-annexed family mediators in every Children’s Court.
- Develop a policy and guidelines on child-friendly and child-inclusive mediation, including a process for specialised accreditation in CCM/CIM.
- Develop a training package for court-annexed mediators on CCM/CIM and train a team of trainers to deliver the training.
- Train and accredit court-annexed mediators in CCM/CIM at all court stations.
- Integrate training and capacity building on CCM/CIM into the induction of court-annexed mediators and the continuous training of Children’s Officers and other authorised officers.

2.3.2 Family group decision-making in care and protection cases.

- Incorporate family group decision-making into the Rules and procedures for responding to reported cases of children in need of care and protection.
- Integrate skills for facilitating family group decision-making into the continuous training and capacity building of Children’s Officers and other authorised officers.

Strategic Area 3: Child-Friendly Police Response

As a child's first point of contact with the justice system, the police and other law enforcement officers play a crucial role in ensuring children's access to child-friendly justice. Child justice reforms will be aimed at ensuring children's rights (as alleged offenders, victims/witnesses or in need of care and protection) are respected and cases involving children are increasingly handled by specialised, child-friendly police officers.

Outcome 3.1 Police officers are child-friendly and skilled in handling children's cases

The NCAJ's *Report on the Status of Children in the Justice System* found that awareness amongst police on handling children's matters is low, and less than one-third of police stations have personnel who have specialised training in children matters. Over the next five years, respect for children's rights will be strengthened by ensuring that all police and other law enforcement officers are familiar with laws, policies and standard operating procedures relating to children, and have the knowledge, attitude and skills to deal with children's cases in an effective, child-friendly and trauma-informed manner. This will be done by reviewing and updating the induction training provided to all new police recruits, and also developing an in-service training module that can be incorporated into existing police training programmes. To ensure quality, consistency and sustainability of the training, standardised manuals will be developed (on children in conflict with the law, child victims/witnesses, and children in need of care and protection) and training embedded in existing police training programmes. In line with the NCAJ Strategy (Output 1.3) opportunities will be explored for using technology and innovation to facilitate training (e.g. virtual training seminars or online self-directed learning).

Greater police specialisation in handling children's cases will be accomplished by separating the Child Protection Units from the Gender Desks, and progressively establishing specialised police units for children as mandated by section 242 of the *Children Act, 2022*. The current practice of having the Gender Desk handle children's cases does not allow for sufficient, specialised focus on children's cases, particularly children in conflict with the law. Officers assigned to the specialised police unit for children will be selected for their skill and sensitivity in handling children's cases and undergo advanced, specialist training and capacity building, including on trauma-informed care and handling especially vulnerable children and children with special needs (e.g. girls, children with disabilities, intersex children, children in street situations, children on the move, and children from marginalised communities). As mandated by section 64 of the *Children Act, 2022*, child protection units (child-friendly holding facilities) for children in conflict with the law will be progressively established in all police stations.

3.1.1 Standardised induction and continuous training and capacity building for all police

- Review the NPS training curriculum for recruits and update as needed to ensure it comprehensively addresses police roles and responsibilities towards children in conflict with the law, child victims/witnesses of crime, and children in need of care and protection.
- Develop standardised training manuals for continuous, in-service training of the police, including options for virtual or online training, and train a team of trainers to deliver the training.
- Integrate the training into in-service training provided by the NPS, including regional training centres.

3.1.2. Amend the NPS Service Standing Orders to include the establishment of a specialised police unit for children within the police structure

- Review the NPS structure to decide on an appropriate mandate and structure for a specialised police unit for children, as mandated by the Children Act, 2022, and amend Chapter 7 of the NPS Standing Orders to reflect the new unit within the police structure.

- Develop and implement a costed proposal for gradual establishment of a specialist police unit for children at all police stations, starting first in high crime areas.
- Develop a policy on appointment and retention of specialised officers to ensure officers assigned to the unit have the necessary passion and interest, and that skilled officers remain motivated and are retained within the unit (e.g. using annual awards to recognise and reward excellence, and addressing officer welfare and stress management).
- Develop a mandatory, advanced training programme for police officers assigned to the specialised police unit for children and conduct a TOT on the advanced course for a team of trainers from the police training unit.
- Advanced specialist training and capacity building for police officers assigned to the specialised unit for children.
- Include a budget for proper operation of the specialised police unit for children in the police budget.

Outcome 3.2 Children in conflict with the law have their rights upheld during apprehension and investigation

A key focus of NPS reforms will be ensuring that children in conflict with the law are handled sensitively, are fully informed of their rights, and are not held in police custody except as a last resort. This will be accomplished by providing police officers with more guidance and training on their obligations towards children in conflict with the law, strengthening involvement of parents/guardians at the apprehension stage, improving early assessment and release of children, and addressing barriers to release of children on police bail. In addition, plans for strengthening and progressively expanding specialised holding facilities for children will be incorporated into the NPS Strategic Plan and annual budgets to ensure that children who are held in police custody are kept in separate cells from adults and have their basic needs met.

3.2.1 Update and enforce standard operating procedures on handling children in conflict with the law

- Review and update the sections of the NPS Standing Orders on children in conflict with the law (Chapter 46) and the CPU SOPs to align with the Children Act, 2022.
- Widely disseminate the revised Standing Orders and SOPs, in both print and electronic form.
- Incorporate the SOPs into induction and in-service training for all police (see Outcome 3.1).
- Introduce a standard process and checklist for age assessment.
- Mandate the presence of a parent/ guardian/ caregiver, another adult of the child's choosing, or defence lawyer whenever a child is questioned by the police.
- Ensure all children in conflict with the law have a lawyer from the apprehension stage (see Outcome 4.1).
- Develop child-friendly information materials explaining the rights of children in conflict with the law to be available at police stations and legal aid offices.
- Issue guidance on expunging the records of children in conflict with the law
- Continuous monitoring of police stations to ensure implementation of set standards.

3.2.2 Reduce the number of children held in police or other holding facilities

- Facilitate and empower volunteer child protection officers and paralegals to assist with family tracing and timely notification of parents/guardians.
- Enhance collaboration between law enforcement and other authorised officers so that children can be quickly assessed and released.
- Revise Bail and Bond Policy Guidelines to provide more guidance to police on cash bail, ensuring that it is required only as a last resort, and an affordable amount is set when it is required.
- Enforce requirement under the Children Act 2022 and the Bail and Bond Policy Guidelines for release of children on police bail.

3.2.3 Establish specialised holding facilities for children

- Develop and implement a costed proposal for gradual scale-up and roll-out of child protection units (holding facilities) to all police stations, starting first in high crime locations.
- Integrate operation of child protection units in the NPS Strategic Plan and annual budget.

Outcome 3.3 Effective and child-friendly investigation of crimes against children and children in need of care and protection

A key challenge for the justice system is ensuring high-quality, effective, child-friendly and trauma-informed investigation of crimes against children, particularly in relation to child sexual abuse, trafficking, and online abuse of children. Since its inception in 2016, the AHTCPU has made significant progress in strengthening the police response to CSEA. However, its capacity and reach remain limited, and more investment is needed to ensure that specialist police are adequately skilled and resourced to effectively investigate crimes of violence against children. In particular, the successful prosecution of perpetrators often depends on the child's ability to give an accurate and complete account of what happened, and conducting an effective and child-friendly interview with child victims requires special skills and techniques. Although the SOPs for Child Protection Units include some guidance on conducting child-friendly interviews, the National Police Service has yet to develop a standardised protocol for interviewing child victims. Some police stations have been equipped to take video-recorded statements from children, but most interviews continue to be recorded by hand.

In addition, although the DCS has established Child Protection Centres to act as the primary entry point for reporting and responding to children in need of care and protection, a broad range of child protection issues continue to be treated as a policing issue, rather than a social welfare one. A significant percentage of children held in police Child Protection Units are children taken into custody for status offences (truancy, being on the street) or for other care and protection needs. These children are often confined together with children in conflict with the law. The *Children Act, 2022* mandates an end to this practice by explicitly excluding police stations as “places of safety” for the temporary care of children in need of care and protection. Shifting primary responsibility for responding to children in need of care and protection from police CPUs to Children's Officers and Child Protection Centres will free up time and resources of the child protection units to focus on children in conflict with the law and the core criminal investigation functions of the police.

3.3.1 Strengthen AHTCPU and Counter-Trafficking in Persons (CTP) secretariate capacity to provide a specialist response to serious cases of CSEA and child trafficking

- Develop a costed proposal for increasing AHTCPU personnel and decentralising the unit to hotspots in all regions.
- Develop detailed police Standard Operating Procedures on handling child sexual exploitation, abuse and trafficking cases.
- Develop an advanced training course on investigation of CSEA and trafficking, including online abuse and trauma-informed care, to be embedded in the DCI Training Academy curriculum and other NPS training programmes, and train a team of trainers to deliver the training course.
- Mandate that all officers newly recruited to the AHTCPU complete the standardised training course within 12 months of their appointment to the unit and benefit from annual refresher training, with a focus on emerging issues/threats.
- Review and revise transfer and deployment policies to ensure that skilled and trained AHTCPU officers are retained within the unit.
- Develop and implement an inter-agency digital evidence management system for handling digital evidence in online child sexual exploitation and abuse cases.
- Disseminate national referral mechanism on identification of victims of trafficking and subsequent assistance process.

3.3.2 Improve police capacity to conduct effective and child-friendly interviews of child victims

- Establish a technical working group of key experts to review child interview protocols used by police services in other countries⁹ and develop a protocol appropriate to the Kenyan context.
- Develop guidelines for taking video-taped statements from child victims and presenting video-taped evidence in court.
- Develop a standardised, advanced training course on interviewing child victims (including taking video-taped statements), to be integrated into the DCI Training Academy and NPS training unit, and train a team of trainers to deliver the training course.
- Provide specialist training and capacity building on interviewing children to AHTCPU personnel, officers assigned to the specialised police unit for children, and other designated officers at the national, regional and county levels.
- Conduct an audit of police station infrastructure and video-recording equipment and upgrade as needed, starting first in Nairobi and Mombasa and gradually expanding to other hotspot areas.

3.3.3 Rights-based response to children in need of care and protection

- Update the Child Protection Unit SOPs / NPS Standing Orders to reflect the Children Act, 2022, to clarify the role of police in dealing with children in need of protection, to prohibit apprehension of children for status offences (e.g. truancy, children in street situations, etc.) and to clarify that child victims and children in need of protection must not be held in police custody.
- Improve collaboration, communication, and referral between police, Children's Officers, and Probation Officers in responding to children in need of care and protection (see Outcome 4.2).
- Incorporate training on a rights-based and trauma informed approach to children in need of care and protection into police training (as part of Outcome 3.1).
- Expand the number of DCS Child Protection Centres to cover five regions and strengthen their capacity to act as the primary entry point for reporting and responding to children in need of care and protection.
- As part of the care reform initiative, strengthen kinship care and other family-based forms of care, including expanding the availability of temporary places of safety for children (family-based options such as foster care and kinship, rescue centres, shelters and other places of safety) in all counties.
- Ensure all police stations have an updated list of approved shelters and other places of safety for children.
- Strengthen social welfare interventions (government and non-government) to support children on the streets and to trace their families or provide appropriate alternative care to reduce the number of street children being held in police custody and processed through the criminal justice system.

Strategic Area 4: Support and Protection for Children throughout the Justice Process

Because of their young age and vulnerability, all categories of children in the justice system must be supported and protected throughout the proceedings, ensuring protection for their legal rights as well as their emotional and psychological well-being. Priority will be given to strengthening access to legal aid for children and ensuring that advocates have the knowledge and skills to represent children effectively. Social welfare support for children will be strengthened by improving collaboration between Children's Officers, other caregivers/authorised child protection case managers and police, prosecutors and courts, and ensuring

⁹ For example the UK Achieving Best Evidence (ABE) guidelines, the US National Institute of Child Health and Human Development (NICHD) Protocol, the Cornerhouse RATAF Forensic Interview Protocol, and the Yuille Step-Wise Protocol

that all child victims/witnesses of crime receive appropriate witness support. Emphasis will be placed on strengthening capacity to reconnect and maintain children's family ties, including by strengthening referral between the justice agencies and social welfare authorities responsible for family tracing, assessment, and reintegration. The number of children in conflict with the law subject to pre-trial detention will be reduced by strengthening efforts to engage their families at the apprehension stage and improving community-based alternatives for children's care and supervision pending trial.

Outcome 4.1 Children have access to child-friendly legal information and legal aid

Access to child-friendly legal aid is crucial to ensuring that the rights of children are defended and protected at all stages of the proceedings. In particular, early intervention by advocates and paralegals at the police station can promote greater use of diversion and reduce the number of children held in police custody and remand. However, the NCAJ *Report on the Status of the Child Justice System* found that, despite the guarantees under the *Constitution, Children Act 2022, and Legal Aid Act*, most children in contact with the law are unrepresented. The National Legal Aid Service (NLAS) remains under-funded, and the Government has yet to set aside sufficient funds to administer legal aid to children. In most cases, legal aid is available only at trial and not during police questioning. Children's Courts face significant challenges in identifying *pro bono* advocates who are willing to take on children's cases, and who have appropriate training and skills to represent children effectively, including especially vulnerable children and children with special needs (e.g. girls, children with disabilities, intersex children, children in street situations, children on the move, and children from marginalised communities). In some counties, this gap is being filled by NGOs and faith-based organisations who help secure legal aid for children. A key challenge is ensuring consistent, sustainable and quality legal representation for all children, including access to legal advice at the pre-trial stage.

4.1.1 Support and strengthen NLAS operationalization

- Form an ad hoc committee of the NCAJ Standing Committee on the Administration of and Access to Justice for Children, led by NLAS, to study options for strengthening children's access to child-friendly legal aid, including improved access to legal representation for children in conflict with the law at the point of apprehension (e.g. phone/virtual legal advice).
- Develop a costed plan to strengthen children's access to legal aid, including expanding the role of paralegals.

4.1.2 Mobilise and incentivise advocates to take up children's cases

- Collaboration between the Law Society of Kenya and the National Legal Aid Service to sensitise advocates on the importance of legal aid for children's matters.
- Sensitization and training of law students on legal aid and working with NLAS and LSK.
- Support Wakili wa watoto clubs in law schools
- Encourage lawyers to take up of pro bono children's matters through awarding of CPD points and other rewards.
- Children's Courts to collaborate with the Law Society of Kenya to maintain an updated list of trained pro bono advocates willing and able to provide legal aid to children.

4.1.3 Continuous, specialised training and capacity building for advocates and paralegals

- Council of Legal Education to integrate justice for children into the curriculum in law schools.
- Develop guidelines for advocates and paralegals on providing child-friendly legal advice and legal representation to children, including representing children with special needs and trauma-informed care.

- Develop standard training packages for advocates and paralegals (including human rights defenders, staff of CSOs and justice centres, etc.) on representing children and train a team of trainers to deliver the training.
- Integrate the training for advocates into the curriculum for pro bono advocates and the continuing legal education programme of the Law Society of Kenya.
- Integrate the training for paralegals into the induction and in-service paralegal training programmes.
- Relevant actors providing legal aid services to children (LSK, human rights defenders, National Government Administrative Officers-NGAO, CSO, etc) to integrate justice for children in their respective curricula and programming.

4.1.4 Child-friendly information for children in their rights

- Develop child-friendly materials for children (e.g. comic books, website and/or app) and parents to explain the child justice process and children's rights in the justice system.
- Justice actors to incorporate child justice system information in their information dissemination plans (e.g. in exhibitions, customer care desk, etc.) and distribute child-friendly materials to schools.
- Promote awareness of children's rights, including safeguarding the rights of children with special needs, utilising radio, online platforms, and other media.

Outcome 4.2: Improved referral, psycho-social support and other support services for children

The justice system plays an important role in providing a child-friendly response to crimes by and against children, but it is only part of the holistic response that is needed to support the child's care, protection and recovery. Effectively meeting children's complex and multi-disciplinary needs requires close collaboration between the justice, social welfare and health sectors. In particular, early intervention by Probation Officers, Children's Officers or other authorised child protection case managers is essential to ensure that children's needs are assessed and a comprehensive plan developed to meet the child's multi-dimensional needs (including family reunification and/or safe alternative care, counselling, psycho-social support, counselling and psychological services, and medical care) and to address any special needs the children may have (e.g. children with disabilities, intersex children, children in street situations and children on the move).

Whilst progress has been made in developing standard operating procedures and referral mechanisms to guide joint interventions by police, Children's Officers, health professionals, and state and non-state child protection service providers, consistent and effective implementation remains a challenge. A key constraint is the limited number of Children's Officers. Children's Officers are responsible for covering large geographical areas and are often overstretched and lack adequate resources for timely intervention. The National Prevention and Response Plan on Violence Against Children in Kenya includes a number of key interventions aimed at strengthening multi-sectoral coordination in responding to child survivors of violence at the county and sub-county levels, including mapping of service providers and development of service directories and referral mechanism. It also calls for an increase in the number of Children Officers up to the division level to ensure the quality provision of child protection services. Building on these plans, justice-sector initiatives will focus on strengthening collaboration and referral between the justice agencies and Children Officers and advocating for strategies to address staffing shortages so that a Children Officer (or designate) can be assigned to all police stations with a Child Protection Unit.

At the same time, justice agencies have a responsibility to ensure that child victims and witnesses receive appropriate support and accompaniment to facilitate their effective participation in the criminal justice process and to prevent secondary victimisation. Globally, justice agencies have begun to pay more attention to victim/witness care and have recognised the importance of investing in structured victim/witness

supporter programmes. These programmes are designed to ensure that every child victim/witness is assigned a trained witness supporter (often a CSO representative or volunteer) who acts as a liaison between the justice agencies and the child, provides the child and parents with simple explanations of their role in the process, ensures they receive regular updates on the progress of the case, and facilitates pre-trial preparation, including a familiarisation visit to the courtroom. The Standard Operating Procedures for the CPUs and Practice Direction Relating to Proceedings in Children's Court emphasises the importance of ensuring that all child victims and witnesses receive pre-trial preparation, with the former giving this responsibility to the police and the latter mandating DCS. Given limited DCS staffing and resources, alternative models will be explored for establishing more structured victim/witness support services, and ensuring that all child victims and witnesses are assigned a trained supporter.

Police officers and other justice actors will also be sensitised on the services available to children under the *Witness Protection Act* and the importance of notifying the Witness Protection Agency (WPA) of children who qualify for witness protection so that protective measures can be implemented from the earliest stage of the proceedings. WPA assigns psychosocial professionals to all child witnesses admitted to the Witness Protection Programme. The courts can also allow the use of the WP professionals to offer children intermediary support in court while testifying. Justice actors will also be sensitised on the role of the National Referral Mechanism to ensure timely referral of and assistance to child victims of trafficking.

4.2.1 Integrated, multi-disciplinary response to serious crimes of violence against children

- Establish Multi-disciplinary Teams (with representatives from AHTCPU, ODPP, DCS, MOH, National Counter Terrorism Centre, Kenya National Commission on Human Rights, VPB, WPA, and relevant CSOs) to investigate serious crimes of violence against children, starting first in Nairobi and Mombasa and expanding to other hot-spot areas.
- Develop an inter-agency Memorandum of Understanding (MOU) to guide the work of the Multi-Disciplinary Teams.
- Study the feasibility of establishing One-Stop Shops (Poli-care or other models) in hotspot areas to provide integrated services for child victims (police, health, counselling, care and protection, WPA) in one accessible and child-friendly location.

4.2.2 Strengthen collaboration and referrals between the justice agencies and child protections service providers

- Analyse county Children Officers' roles, responsibilities and time usage to determine which functions are best carried out by the Children's Officers, and which can be delegated or outsourced to other individuals or organisations.
- Develop and implement a strategy for addressing DCS human resource constraints by delegating or outsourcing some of the Children's Officers' functions to other authorised persons or organisations (e.g. to volunteer child protection officers or trusted and capable CSOs.)
- Assign a Children's Officer (or other authorised person) to each specialised police unit for children to conduct an early assessment of children and refer them to support services (PSS, referral to trained psychologist, arranging appropriate alternative care, and any special needs relating to disability or other vulnerability).
- Develop a policy and guidelines on how to involve trained psychologists and counsellors in the justice system, including for court-mandated counselling services.
- Sensitise police, Children's Officers, and other authorised persons on their respective roles under the CPU SOPs and referral procedures.

- Sensitise child justice actors on the role of independent commissions (KNCHR, TSC, NGEC, and CAJ) in safeguarding the rights of the child.
- Disseminate and implement the Counter Trafficking in Persons (CTiP) National Plan of Action 2021-2026.
- Implement the recommendations of the Intersex Taskforce Report on safeguarding the rights of intersex children in the justice system.
- Implement the recommendations of the Mental Health Taskforce Report on safeguarding the rights of children in the justice system with mental illness and psychosocial support for victims.
- Develop and regularly update a unified directory of service providers (Children's Officers, Probation Officers, lawyers, counsellors, psychologists, hospitals, approved places of safety, and other service providers) at all police stations and Children's Courts

4.2.3 Enhanced Witness Support Services for all Child Victims/Witnesses

- Conduct a study of Victim/Witness Support Service models and design a model that is feasible and appropriate for Kenya.
- Develop a guidebook and standardised training programme for Victim/Witness Supporters, including guidelines on supporting child victims of trafficking.
- Designate and train Victim/Witness Supporters for all court stations, starting first in high-crime locations.
- Develop age-appropriate information packs for child victims/witnesses and their parents.
- Sensitise police, DPP, COs, CCUCs and other child justice stakeholders on the role of the Witness Protection Agency and how to access protection services for intimidated child witnesses.
- Review and update the CCPO curriculum to include a focus on witness protection services for children and the role of the WPA.
- Appoint a representative from the Witness Protection Agency to all CCUCs.
- Strengthen coordination and collaboration between WPA and COs in protecting children in the witness protection programme.
- Sensitise police, COs, CCUCs and other child justice stakeholders on the role of National Referral Mechanism and referral of child victims of trafficking.
- Ensure protection for the child when an offender is being rehabilitated and reintegrated into the community.

Outcome 4.3: Strengthened community-based alternatives to remand, reduction in the number of children remanded in custody, and improved conditions for those who are remanded.

In line with the CRC and international standards, Kenya's *Constitution*, *Children Act 2022* and Bail and Bond and Bond Policy Guidelines all emphasise that children should not be detained pending trial except as a last resort. However, the NCAJ *Status Report on Children in the Justice System* found that in practice, children continue to be held on remand for minor offences such as petty theft, often for lengthy periods. Due to the limited number of children's remand homes, some children are held in inhumane conditions in police cells and are mixed with adults, contrary to the requirements of the law. The costs of bail and bond present a major obstacle to reducing remand, particularly for children from disadvantaged backgrounds. In addition, the process of posting bail, including approving sureties, is characterised by administrative bottlenecks which considerably delay the release from custody of children who have been granted bail.

Child justice reforms will therefore give priority to reducing the number of children in conflict with the law on remand. Greater use of AJS and diversion (Outcome 2.1) will contribute to this outcome, but additional targeted interventions will also be needed to ensure that children who are not diverted by the police are

released as quickly as possible. This will be done by ensuring that preliminary inquiries (introduced by the *Children Act, 2022* to promote early decision-making about diversion and pre-trial release) are held in a timely manner, strengthening community-based alternatives for children's care and supervision pending trial, and removing financial barriers to children's release (such as cash bail). Alternative care options will be used for children who are low-risk but who do not have a parent or guardian willing to take responsibility for them. Facilities for children who must be remanded in custody will be improved to ensure children's rights are respected and their basic needs met, including the special needs of girls, children with disabilities, intersex children, and other vulnerable groups.

4.3.1 Strengthen use of community-based alternatives to remand in custody for children in conflict with the law

- Institutionalise the practice of using virtual hearings and mobile courts to make decisions about bail.
- Develop a Bail and Bond Policy and Guidelines for Children.
- Review and revise the draft Bail and Bond Bill to include a separate Chapter on Children.
- Develop and implement standard bail supervision orders and programmes for children in conflict with the law on bail supervision or other form of pre-trial release.
- Train judicial officers and prosecutors on their obligation under the *Children Act, 2022* to conduct Preliminary Inquiries for early determination of pre-trial release and diversion.
- Train Probation Officers and Children's Officers on preparing timely Preliminary Inquiry reports to assist the court to make informed decisions about pre-trial detention, including identifying an appropriate parent, relative or other "fit person" who can care for and supervise the child as an alternative to remand, and harnessing the social capital of the family and community.
- Sensitise judicial officers on reducing financial disincentives, e.g. cash bail, that prevent parents or relatives from coming forward to take responsibility for children in conflict with the law, and on regular review of bond terms.
- Train Probation Officers, Children's Officers and staff of remand homes on bail and bond.

4.3.2 Ensure developmental needs of children on remand are met

- Conduct an audit of remand facilities and develop a costed plan for repairs and refurbishments.
- Progressively expand the number of remand homes in high-crime counties.
- Allocate sufficient budget for the operation of remand homes.

Strategic Area 5: Child-friendly and Expedient Court Proceedings

Ensuring access to justice for children requires fundamental changes to the courtroom environment and procedures so that children can fully understand and participate in the proceedings. This will be accomplished by increasing the number of specialised Children's Courts, ensuring all Children's Courts are staffed by a specially trained magistrate and prosecutor, using mobile Children's Court to extend the reach of specialist Children's Court magistrates, expanding the jurisdiction of the Children's Court to include all crimes against children, and improving case management practices to reduce backlogs and delay.

Outcome 5.1 Specialised Children's Courts staffed by specialised judges, judicial officers and judicial staff

The *Children Act 2022* calls for the establishment of specialised Children's Courts and expands their jurisdiction to include all criminal cases involving a child victim. Some court stations have made significant progress in creating a separate, specialised court with a more child-friendly environment. However, children continue to appear before the court along with adult matters, and the formal and rushed nature of proceedings means many are unable to understand and participate effectively. Many magistrates do not have specialised knowledge

in children's laws, policies and child rights issues, and the current practice of Gazetting all magistrates as Children Court magistrates does not ensure sufficient specialisation in handling children's cases. This will be addressed by ensuring all judges, judicial officers and judicial staff have basic training in handling children's matters, progressively establishing more Children's Courts, and institutionalising circuit / mobile courts. Magistrates assigned to the Children's Court will be required to undertake mandatory, advanced training, including on trauma informed approaches and on handling children who are especially vulnerable or with special needs (e.g. girls, children with disabilities, intersex children, children in street situations, children on the move, and children from marginalised communities). In line with the NCAJ Strategy (Output 1.3), opportunities will be explored for using technology and innovation to facilitate training (e.g. virtual training seminars or online self-directed learning).

Another key challenge is large backlogs in Children's Court cases and lengthy delays in completing children's matters. The effective implementation of plea bargaining, diversion, and ADR will be used to alleviate some of these pressures on the court system (see Strategic Area 4), however continued investment will be needed to strengthen the court's capacity to deliver timely justice to children. Whilst court service months have been an effective short-term strategy for reducing court backlogs, more sustainable strategies are needed to prevent backlogs from occurring in the first place. The Judicial Strategic Plan 2019-2023 includes several interventions to address these challenges, including implementing the Guidelines on Active Case Management, expanded use of ICT and automation of key court and administrative functions (including Case Management System and Court Transcription System), and expanding the use of court circuits and mobile courts. The NCAJ Strategic Plan similarly calls for the implementation of an integrated case management system by justice agencies. These ongoing initiatives will be leveraged to strengthen case management practices and reduce backlogs within the Children's Court.

5.1.1 Standardised induction and continuous training and capacity building for all judges, judicial officers and judicial staff

- Develop a module on children to be incorporated into the Kenya Judiciary Academy's (KJA) induction training for all newly appointed judges, judicial officers and judicial staff (adapting the CCPO curriculum).
- Develop a standardised in-service training package on children to be incorporated into the KJA annual training programme (including in-person and virtual trainings) for judges, judicial officers and judicial staff, and designate and train a team of trainers from the KJA to deliver training.
- Training and capacity building of all judges, judicial officers and judicial staff on handling children's matters as part of KJA annual training programme.
- Update the Children's Court Practice Direction 2020 to reflect changes introduced by the Children Act, 2022 and widely distribute it to all judges and judicial officers.

5.1.2 Establish more specialised Children's Courts

- Conduct an assessment of children's court cases to identify jurisdictions with the highest case-loads and develop a costed proposal for progressively increasing the number of separate Children's Courts.
- Issue guidance on the core competencies / criteria required of magistrates assigned to the Children's Courts.
- Develop a policy on appointment, training and deployment of specialised Children's Magistrates.
- Gazette additional specialised Children's Courts and Children's Court Magistrates in line with the proposal.
- Develop an advanced, mandatory training course for judicial officers and judicial staff assigned to the Children's Courts, (including consideration of options for virtual or self-directed learning), and train a team of trainers from the KJA to deliver the course.
- Integrate the advanced, mandatory training course for Children's Court Magistrates into the KJA training programme and train all designated Children's Court Magistrates.

- Give designated Children’s Court magistrates unlimited jurisdiction to sit in any court station and institute Children’s Court Circuits / mobile courts.
- Develop a standard template for a child-friendly Children’s Court set-up, including child-friendly waiting areas, ensuring accessibility for children with disabilities, and video-conferencing facilities.
- Conducted an audit of Children’s Court facilities and identify equipment /adaptations needed to make the courtroom environment more child-friendly.
- Progressively upgrade Children’s Court facilities to be more child-friendly.
- Incorporate plans for expanding the number of specialised Children’s Courts into the Judiciary Infrastructure Master Plan, and ensure child-friendly courtroom design is incorporated into all future plans for court station construction and renovation.

5.1.3 Enhance court administration and case management

- Finalise and adopt the Children’s Court Practice Direction and Guidebook, amending as needed to reflect changes introduced by the Children Act, 2022.
- Establish a separate Children’s Court registry and use of white folders for children’s matters at all court stations.
- Establish an automation committee to oversee expanded use of ICT and automation of key court and administrative functions in all Children’s Courts, including e-filing and case tracking.
- Expand the use of virtual courts in children’s cases, ensuring protection of children’s privacy during virtual court hearings.
- Designate a certain number of days in a week to hear children’s matters exclusively, and ensure all children’s cases are scheduled separately from adult matters (including first appearances).
- Train all Children’s Court magistrates, court staff and prosecutors on Active Case Management, including sensitisation on the negative impact that delays have on children.
- Expedite justice for children through the use of alternative dispute resolution mechanisms, including diversion (see Strategic Area 4).
- Regular, planned service weeks for children’s matters to reduce the backlog.

Outcome 5.2 Prosecutors are child-friendly and skilled in handling children’s cases

Public prosecutors have a critical role to play in criminal cases involving children as alleged offenders and victims/witnesses of crime. Effectively prosecuting crimes against children and exercising charging and plea-bargaining discretion in relation to children in conflict with the law require specialist skills and training, including trauma informed care and special skills for handling cases involving especially vulnerable children (e.g. girls, children with disabilities, intersex children, children on the move, and children from marginalised communities, among others). The ODPP has already taken significant steps to strengthen its capacity to handle children’s cases, including drafting a Child Prosecution Policy and Diversion Policy, and establishing specialised Child Justice Units in select offices. Over the next five years, child justice reforms will build on these initiatives to strengthen specialist the capacity of public prosecutors assigned to the Children’s Court.

5.2.1 Standardised induction and continuous capacity building and training for prosecutors

- Review and finalise the Prosecution Training Institute (PTI) curriculum on handling children’s cases to reflect changes introduced by the Children Act, 2022 and to include a module on trauma informed care
- Train all new prosecutors on handling children’s cases as part of the PTI induction training.
- Annual training for all prosecutors on knowledge and skills needed for effective and child-friendly prosecution of children’s cases.

- Widely distribute the ODPP Child Prosecution Policy, Diversion Policy, and Diversion Guidelines, and Plea Bargaining Guidelines to all public prosecutors

5.2.2 Specialised Prosecutors Assigned to Children’s Courts.

- Scale up and expand the ODPP’s Child Justice Unit and assign a specialist prosecutor to all Children’s Courts.
- Develop an advanced, mandatory training course (including consideration of options for virtual or self-directed learning) for all prosecutors assigned to the Child Justice Unit and train a team of trainers from the PTI to deliver the course.

Outcome 5.3 Children can participate effectively in court proceedings and their best interest is at the centre of decision-making

In addition to creating more specialised Children’s Courts, fundamental changes are needed to how court proceedings are conducted to create a conducive environment for children to participate. The *NCAJ Report on the Status of Children in the Justice System* notes that children are often confused, scared, and do not always understand the court proceedings and the judgements that incarcerate them.

The Children’s Court Practice Direction will be reviewed and updated to provide more guidance to judges, judicial officers, and judicial staff on effective and child-friendly handling of children in conflict with the law, and to incorporate reforms introduced by the *Children Act, 2022*, including the use of Preliminary Inquiries to make early decisions about pre-trial release and diversion. Ensuring that these Preliminary Inquiries happen in a timely and child-friendly manner will require adaptations to current court practices, as well as improved capacity of Children’s Officers / Probation Officers to prepare timely, high-quality social inquiry reports. Drawing on the experience of South Africa, a one-stop Child Justice Centre – with specialist police, probation officer, and Children’s Court under one roof – will be piloted to provide a more integrated and expeditious response to children in conflict with the law.

Adaptations to the court environment and procedures are also needed to assist child victims and witnesses to give their best evidence and to reduce secondary victimisation, particularly in sensitive cases such as sexual abuse. The *NCAJ Status Report on Children in the Justice System* noted that six out of 10 pending cases involving children before the courts are sexual offences. The *Children Act, 2022* expanded the jurisdiction of the Children’s Court to include all crimes against children, creating an opportunity to enhance specialised handling of these cases. In line with the Guidelines on Active Case Management and best practice in other common-law jurisdiction, case conferences will be mandatory in all child victim cases and will be used to set “ground rules” for how a child will be questioned and to decide on special measures needed to facilitate the child’s testimony. Building on the commitment in the Judiciary Strategic Plan to acquire and operationalise video conferencing systems, all Children’s Courts will be progressively equipped to allow children to give evidence via video-link. As part of a multi-agency project, the ODPP is also currently working on expanding its facilities to pre-record children’s examination-in-chief.

Measures will also be taken to ensure that children involved in family disputes, care and protection proceedings and other civil matters can make their voices heard and have their best interest at the centre of decision-making. Magistrates will be sensitised on the importance of taking children’s opinions into account when making decisions about custody and other family disputes. and on minimising institutionalisation of children in need of care and protection. The *NCAJ Status Report on Children in the Justice System* highlighted that children in need of care and protection were being sent to institutions as a first resort, instead of offering services and support to the child and parents. The Report also noted that the majority of children in statutory institutions have been committed for care and protection reasons. In line with the care reform agenda, courts will be sensitised on their role in promoting family strengthening and family reintegration, and prioritising family-based forms of alternative care for children in need of care and protection.

5.3.1 Enhance child-friendly court proceedings for children in conflict with the law

- Develop and implement guidelines on effective child participation
- Update the Children’s Court Practice Direction to align with the Children Act, 2022 and to provide more guidance on holding Preliminary Inquiries, how to actively engage children in the court process, and guidelines for imposing orders on children found guilty of a crime.
- Train judges, judicial officers, judicial staff, probation officers, children’s officers and prosecutors on how to conduct a Preliminary Inquiry.
- Ensure all Children’s Courts have a separate holding facility for children.
- Ensure that all children in conflict with the law have legal representation (see Outcome 4.1).
- Improve the quality and timeliness of social inquiry reports presented to courts by providing adequate resources for officers to carry out social enquiries, enhancing application of assessment instruments to inform risk and needs classifications, and strengthening capacity of COs and POs on report writing.
- Pilot a one-stop Child Justice Centre with specialist police, probation officer and Children’s Court under one roof.

5.3.2 Review court practices to assist child victims and witnesses to give their best evidence

- Expand the mandate of the Children’s Court to include all crimes against children.
- Mandate pre-trial conferences in all child victim cases to set “ground rules” for how the child will be questioned.
- Update the Children’s Court Practice Direction to provide magistrates with more guidance on pre-trial conferences and special measures to assist child victims/witnesses to give evidence, including children with special needs.
- Expand the number of ODPP offices with video-equipped child-friendly spaces to pre-record children’s examination-in-chief. Progressive implement testimony via live-link / video-conferencing as the preferred way for child victims and witnesses to give evidence in criminal proceedings.
- Equip all courts with screens or witness protection boxes that can be used to block the child’s view of the perpetrator.
- Designate and train intermediaries for all Children’s Courts.
- Incorporate training on examining child victims/witnesses into the training for magistrates and prosecutors (as part of Outcome 5.1 and 5.2)
- Develop a training programme for defence lawyers on ethical and child-friendly cross-examination of child victims and witnesses.
- Pilot pre-recording of children’s evidence (examination, cross-examination and re-examination).

5.3.3 Strengthen best interest determinations in civil proceedings

- Simplify the process of getting care and protection orders from the court.
- Update the Children’s Court Practice Direction to provide more guidance on procedures for care and protection orders, making best interest determinations, and strategies for facilitating children’s participation in family and other civil proceedings.
- Develop a checklist and App to guide judicial officers in making best interest determinations.
- Train and sensitise judges, judicial officers and court staff on alternative care options and minimising institutionalisation of children (as part of Outcome 5.1).
- Mandate the appointment of a guardian ad litem.

Strategic Area 6: Rehabilitation, Reintegration and Aftercare Services

Successful rehabilitation is the best way to protect society from youth crime, and optimal rehabilitation and reintegration of children requires well-designed and implemented programmes. The DCS Blueprint for Rehabilitation of Children in Conflict with the Law (2021) acknowledges that, whilst a wide range of programmes are implemented at various levels, these programmes are not uniformly implemented and suffer from being under-funded and not adequately supported by skilled staff. PACS has also indicated its commitment to strengthening supervision, rehabilitation and reintegration services for children through its Child and Youth Justice Strategy 2021-2025. This includes the development of bail supervision orders in line with the necessary duty bearers.

Over the next five years, emphasis will be placed on strengthening probation and supervision of child offenders in the community, and implementing evidence-based rehabilitation programmes for high-risk offenders. In line with the policy reforms, statutory institutions will be re-designed to separate children in conflict with the law and children in need of care and protection. Coordination will also be strengthened to ensure all children in conflict with the law leaving institutional /residential care receive support for their reintegration and aftercare.

Outcome 6.1 Child Offenders subject to a supervised non-custodial order receive appropriate community supervision, rehabilitation and reintegration support

Both the *Children Act 2022* and the Judiciary's Sentencing Policy Guidelines emphasise the principle of institutionalisation as a last resort and prioritise the use of non-custodial orders for children in conflict with the law. However, in practice children continue to be subject to lengthy periods of committal to statutory institutions, sometimes for very petty offences such as theft. Increasing the courts' confidence in, and willingness to use, the non-custodial options available under the law will require a well-resourced probation service capable of providing appropriate guidance and supervision to children, as well as a continuum of effective, community-based rehabilitation programmes that can flexibly respond to children's varying level of risk and needs (including the special needs of girls, children with disabilities, children in street situations and other vulnerable groups). Building on the Probation and Aftercare Services Strategic Plan 2018-2022, and DCS Strategic Plan 2023-2027 emphasis will be placed on strengthening the capacity of PACS and DCS for specialist case management and supervision of children in conflict with the law and expanding the range of options available by improving linkages with county governments and enhanced engagement of CSOs and communities.

6.1.1 Strengthen the capacity of PACS, DCS and CCPOs to support children in conflict with the law

- Expand the use of probation reporting centres.
- Strengthen and expand the Community Probation Volunteers programme to enhance the supervision of child offenders.
- Develop supervision guidelines for children service non-custodial sentence and enforce the application of evidence-based practices in child offender supervision.
- Train Probation Officers, Children's Officers, Prisons officers, and other caregivers on the Throughcare Guidelines.
- Develop and deliver specialised training and capacity building for Probation Officers and COs on children in conflict with the law, with a focus on enhancing case management skills (including assessing the child's risks and needs and developing a tailored plan for their supervision and rehabilitation).
- Strengthen the implementation of the Community Service Orders Programme, including identification of age-appropriate community service placements for children.

- Develop guidelines on management of child violent extremist offenders.
- Incrementally increase the number of probation officers so that they are better able to provide high-quality services to the police, courts, children and their families.

6.1.2 Community-based rehabilitation programmes responsive to children's needs

- Introduce screening and assessment tools for children
- Conduct a mapping of existing community-based programmes and community-based work agencies with potential to support children in conflict with the law and develop a national directory of services
Develop community-based programmes for children in conflict with the law that are area-specific and responsive to their needs.
- Develop holistic and responsive community-based rehabilitation programmes for child offenders that are area-specific and responsive to their needs, including the special needs of vulnerable child offenders.
- In partnership with CSOs, develop and implement evidence-based cognitive behaviour change programmes that are responsive to the needs of child offenders, including specialised programmes addressing life skills, sexual offending, drug abuse and radical violent extremism.
- Sensitise the community and strengthen partnerships with community leaders, CSOs and County Governments and the private sector to enhance the level of supervision and support available to children on probation and other supervised non-custodial orders.
- Build the capacity of Probation Officers, DCS and KPS on assessment and treatment programmes for emerging crimes.
- Strengthen vocational training and job placement opportunities for children to empower them for their livelihood, including through enhanced private sector partnerships.
- Annual national conference on rehabilitation and reintegration of children in conflict with the law.
- Sensitise and build the capacity of family and community in the management of children offenders.

Outcome 6.2: Developmental needs of children in institutions are met

According to the NCAJ *Status Report on Children in the Justice System*, children face some of the greatest injustices while they are in statutory children's institutions. Conditions in many children's institutions fail to ensure that children's basic needs are met, and prisons lack sufficient facilities and funding to ensure quality care for young children accompanying their mothers. One of the Big 7 Agenda for Action recommendations highlighted by the Standing Committee on Children's Matters is the need to improve conditions of detention through adequate budgetary allocation, resources, and oversight mechanisms.

Measures will also be taken to strengthen education, vocational training, and rehabilitation programmes for children and address the challenges identified by the recent DCS assessment of programmes for children in conflict with the law. The report highlighted the need to redesign existing and to develop new, specialised programmes to address violent extremism, sexual offending, and offending related to drugs and substance abuse. It also notes that the "short, sharp, shock" approach of the Youth Corrective and Training Centre requires re-thinking. The Prisons Service Strategic Plan 2018-2022 similarly highlights the need to increase and modernize rehabilitation programmes in the YCTC and Borstal Institutions. In 2021, DCS issued a Blueprint for Rehabilitation and Social Reintegration Programmes for Children in Conflict with the Law to address the challenges identified.

6.2.1 Separate facilities for child victim / children in need of care and protection and children in conflict with the law

- Review existing statutory institutions and develop a plan to restructure existing facilities to separate children in conflict with the law and child victims / children in need of care and protection.
- Redesign all facilities caring for children in need of care and protection as open, residential care facilities.
- Develop standards for children's facilities.

6.2.2 Improved conditions in and oversight of statutory institutions

- Advocate for increased budgetary allocation for all statutory institutions.
- Progressively renovate and refurbish statutory institutions to ensure that they are child-friendly, modern, and cater to all children in the justice system, including children with special needs.
- Develop specialist training and capacity building for staff of statutory institutions and other relevant rehabilitation centres, including a component on trauma informed care, train a team of trainers to deliver the programme, including as part of the Prison Staff Training College programme.
- Train/ strengthen the capacities of caregivers and other authorised officers on the Through Care Guidelines and other relevant policies.
- Strengthen inter-ministerial coordination with the Ministry of Health to ensure that children in statutory institutions have equal access to healthcare services.
- Implement regular inspections to ensure compliance with the Monitoring, Supervision and Inspection Guideline for Holding Facilities.

6.2.3 Strengthen education and evidence-based rehabilitation programmes for children subject to a custodial order

- Strengthen inter-ministerial coordination with the Ministry of Education to ensure that children in statutory institutions have equal access to primary and secondary education, including allocation of adequate number of teachers and teaching and learning materials.
- Strengthen programmes for children in institutions in line with the DCS Blueprint for Rehabilitation and Social Reintegration Programmes for Children in Conflict with the Law, including programmes targeting life skills, sexual offending, drug abuse, and radical violent extremism.
- Review and modernize rehabilitation and vocational programmes in the YCTC, Borstal Institutions and probation hostels ((including skills enhancement programmes) to match current needs.
- Improve vocational training opportunities in institutions to be better aligned with market needs.
- Issue guidance to better institutionalise the practice of allowing children to leave institutions to attend school and other vocational training or rehabilitation programmes in the community.

6.2.4 Protection for children accompanying their mothers in prisons and statutory institutions

- Finalise and gazette care guidelines for children accompanying their mothers in prison.
- All prisons and statutory institutions to maintain a register of children accompanying their mothers and to file a P&C form in court for all children born in prisons/statutory institutions or accompanying their mothers in prison / statutory institutions, and children left behind.
- Adequate budgetary allocation for children accompanying their mothers in prisons and statutory institutions.
- Establish separate prison wings for mothers and their children, with an appropriate child-friendly environment.

- Develop guidelines on reintegration and alternative care placement for children over the age to remain with their mothers, including guidance on reintegration planning and promoting bonding between the child and their caregiver before release.
- Amend visitation rules to allow more visits between mothers and their children to maintain parental bonds.
- Incorporate a module on supporting imprisoned mothers with children into the Prison Staff Training College curriculum.
- Sensitise judicial officers on pre-trial release of and the use of non-custodial sentences for mothers and pregnant women.
- Review and amend the Prisons Act.

Outcome 6.3 Improved after-care for children leaving institutions

Successful reintegration of children released from institutions requires careful, individualised planning and after-care support. Preparation for reintegration should begin whilst the child is in custody, including through regular contact with family. Towards the end of the term, concerted efforts should be made to prepare the child for release, including ascertaining (through the probation or children's office) whether the child's home environment is conducive for the child, and preparing the child's parents and community for the child's return. The Through Care Guidelines also promote the use of family conferences to foster a conducive environment for the child upon release. Upon release children should be escorted back to their home community, and then provided supervision and aftercare to ease their transition and help address challenges experienced in the home environment which may trigger reoffending.

However, the DCS *Assessment of Rehabilitation and Social Reintegration Programmes* found that the reintegration process is not functioning as intended and is grossly underfunded. Instead of children being escorted home, parents are encouraged to pick up their children from the institution. This is not possible in many cases, particularly if the parents live far from the institution, and often there are no funds available to support the child's return. In some cases, children are simply escorted to the bus station and advised to report to the children's officer or probation officer. Supervision and aftercare services are also under-resourced.

6.3.1 Improve pre-release planning and preparation

- Standardise the practice of using family conferencing for pre-release planning and preparation.
- Allocate adequate resources to facilitate escorting of children to their homes and for the re-entry meetings to take place.

6.3.2 Strengthen after-care supervision and support

- Clarify and strengthen the mandate of PACS to oversee reintegration and after care of children in conflict with the law.
- Conduct a baseline survey on reintegration and resettlement of child offenders.
- Develop guidelines for the effective reintegration of children in conflict with the law back to the community, using the community focus approach (CARE model) Train probation officers and CCPOs in after care services for children, including case management, supervision, guidance, and counselling.
- Develop a PACS aftercare policy for child offenders and revise and implement after-care programmes for child offenders.
- Train probation officers in after care services for children, including case management, supervision, guidance, and counselling.
- Establish and operationalise Probation and Aftercare Halfway Houses for children.
- Strengthen private sector and community partnerships with agencies and individual who can provide community-based support to facilitate children's reintegration.

Strategic Area 7: Coordination and Information Management

The child justice system consists of six core inter-linked agencies: the police, local authorities, children's services, prosecution, courts and corrective services (prisons and probation and aftercare services). Ideally, these agencies should function seamlessly, joined together like a chain-link, serving the child in the administration of justice efficiently and effectively. Strong coordination is key to integrating and synchronizing the efforts of all stakeholders to improve children's access to justice. Without effective coordination, achieving the goal of an efficient, child-friendly justice system will not be possible. Coordination is also essential in ensuring efficient use of resources and minimising duplication of effort.

The National Council on the Administration of Justice (NCAJ) is a high-level policymaking, implementation and oversight coordinating mechanism comprising State and non-State actors from the justice sector. It was established pursuant to the Judicial Services Act (No.1 of 2011) and formally launched in August 2011. Its mandate is to ensure a coordinated, efficient, effective and consultative approach in the administration of justice and reform of the justice system. Through its multi-sectoral design, the NCAJ works through various task forces, committees, and working groups, including the Standing Committee. The Standing Committee was appointed by the Hon. Chief Justice vide Gazette Notice No. 369 of 29th January 2016 with a mandate to address gaps regarding the administration of justice with regard to children. The Standing Committee has now been reconstituted as the NCAJ Standing Committee on the Administration of and Access to Justice for Children.

The NCAJ Strategic Plan notes that coordination remains a critical cog in the process of reforming the justice sector to deliver tangible benefits to citizens and that COVID-19 has demonstrated the necessity and urgency of improved coordination. The delivery of justice was possible largely due to the coordinated action and innovation through NCAJ and the Standing Committee. To build on the gains made thus far, it is imperative to strengthen coordination mechanisms by systematizing and aligning child justice coordination structures at the national and sub-national levels.

Outcome 7.1 Enhanced sector-wide coordination at the national and sub-national levels

Since its establishment, NCAJ has demonstrated both the value of coordinated action and its place in ensuring coherence and consultation in the justice sector. Improved coordination has led to enhanced accountability, performance improvement, innovation, replication of best practices, and enhanced networking amongst justice stakeholders. The Standing Committee has been instrumental in promoting a specialised focus on children's access to justice. However, its limited terms of reference and status as a temporary "task force" limited its ability to oversee implementation of this Strategy and to continue to advocate for children within the justice sector. Taskforce has been reconstituted as a Standing Committee, it will be in a stronger position to lead and coordinate sector-wide child justice reforms. Enhanced coordination at the local level will also be promoted by strengthening the CCUCs and rolling out the multi-agency Child Care and Protection Officers training programme (under the auspices of the Kenya Judiciary Academy) and ensuring that training materials from all agencies are skills-based and speak to each other.

7.1.1 Strengthen the NCAJ Standing Committee on the Administration of and Access to Justice for Children

- Establish a secretariat for the Standing Committee.
- Prepare annual workplans for the Standing Committee setting out priorities.
- Ensure adequate budgetary allocation for the work of the Standing Committee.
- Quarterly meetings of the Standing Committee and bi-annual meetings with the wider justice sector.
- Strengthen reporting mechanisms between the CCUs/CCUCs and the Standing Committee.
- Submit quarterly reports on the child justice system to NCAJ
- Prepare annual status reports on the administration of justice for children.

7.1.2 Further empower Children’s Court User Committees to undertaken their coordination mandate

- Progressively expand the number of CCUCs to all counties (in line with the expansion of specialised Children’s Courts).
- Sensitise CCUC members on the CCUC Guidelines and build the capacity of CCUC members on their mandates and operations.
- CCUCs to develop and maintain updated service provider directories.
- Ensure adequate budgetary allocation and equipment for the work of the CCUCs.
- Annual CCUC membership retreat and policy engagement conference.
- Thematic biannual CCUC training and capacity building.
- Exchange visits amongst CCUCs.

7.1.3 Continuous inter-agency training and capacity building

- Review and update the CCPO curriculum to incorporate the Children Act, 2022 and to include a module on trauma informed care.
- Implement the Policy on Mandatory Continuous Professional Development for Child Care and Protection Officers (CCPOs).
- Establish a repository for training materials and harmonise training programmes for all agencies engaged in the administration of child justice.
- Integrate regular and continuous CCPO training into the budget of the Kenya Judiciary Academy.
- Establish an implementation and review committee to review the continuous professional development curriculum every five years and address emerging issues.

Outcome 7.2: Improved Information Management and Research

Ensuring protection of children in the justice system requires systematic data collection and regular information sharing and analysis to inform policy development and planning. The Status Report on Children in the Justice System confirmed serious data challenges at multiple levels, including issues of quality, management and utilisation within and across the different child justice agencies. Data are currently fragmented and dispersed across different child justice agencies, recorded as per organisational priorities, and this information is not collated and analysed to provide a picture of the flow of children through the justice system. Data collection is not standardised; information on age, sex, and disability are either inconsistently entered or missing altogether across the different agencies, and data are available mostly in analogue form and not organised in ways that are user-friendly. These data limitations hamper evidence-based programming and the targeting of resources, and also creates challenges for effective monitoring of the implementation of child reforms.

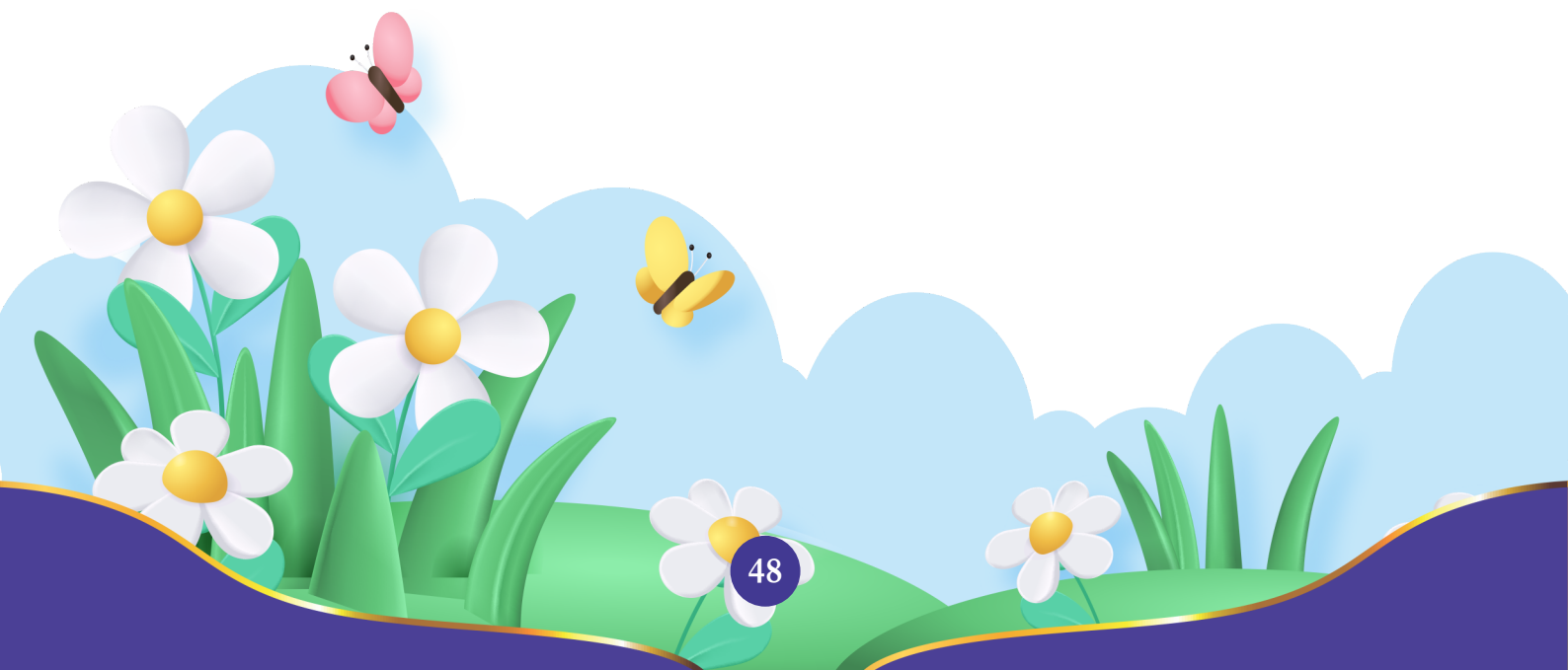
To address this challenge, the Standing Committee has recommended the establishment of an integrated digital information management system with up-to-date, accurate, and secure data that can be used by all child justice agencies. In 2019 a comprehensive data needs assessment and systems audit was undertaken and a proposal for development of a Juvenile Justice Information Management System (JJIMS) was made. Anchored under the NCAJ, the JJIMS once approved will provide a case management platform for data collection on children in contact with the justice system, reporting and monitoring of their cases.

7.2.1 Integrated database on children in the justice system

- Take stock of ongoing initiatives to strengthen justice sector information management and develop a plan for implementing an integrated information management system for children in the justice system.
- Develop and implement a policy and protocol on collection and sharing of data on children in the justice system that safeguards children's privacy.
- Develop special data collection tools for the police, ODPP, Judiciary, Prisons, PACS and DCS to capture vital information relating to children's matters, ensuring standardised data categories and codes used by all justice agencies.
- Training and capacity building on data management.
- Institute periodic analysis and publication of data on children in the justice system.

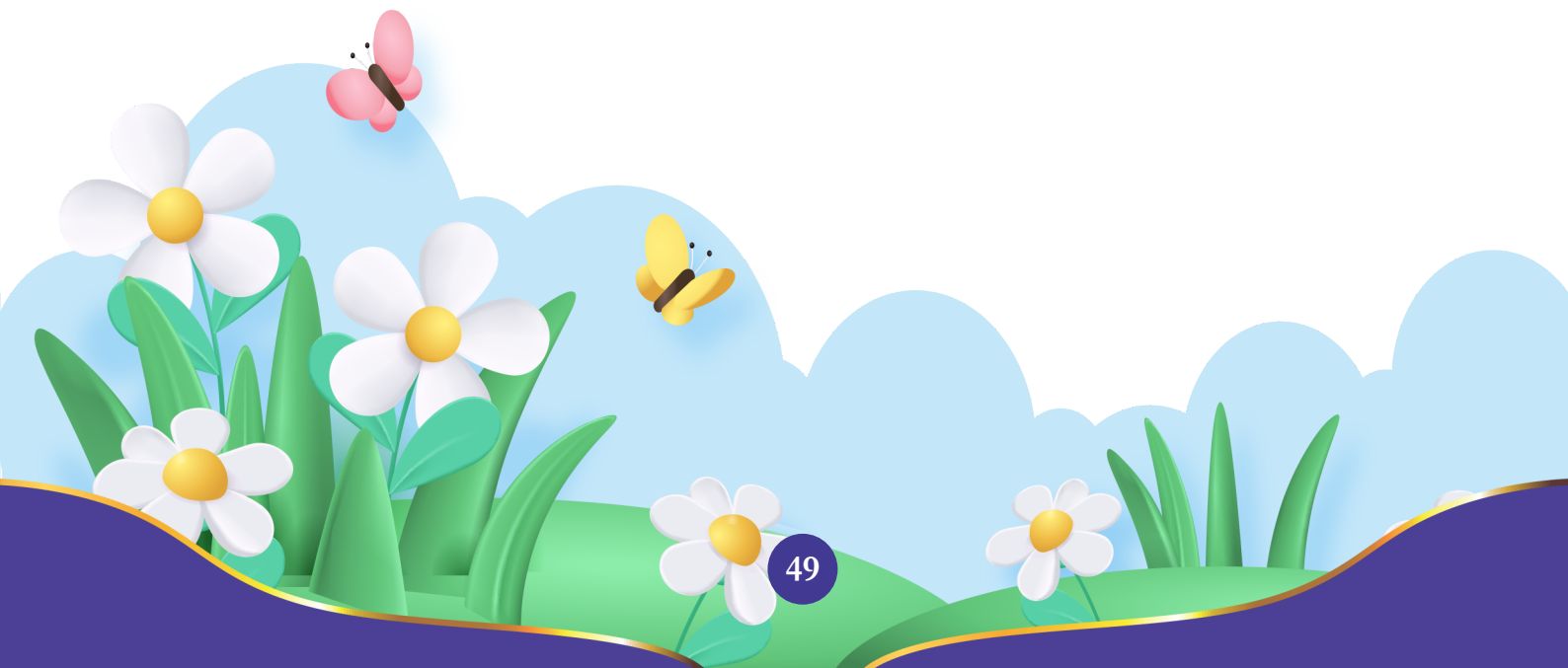
7.2.2 Research and evidence-based policy development

- Conduct a review to identify key evidence gaps in relation to child justice and develop a multi-year research plan.
- Develop and implement a multi-year research plan to address the evidence gaps.
- Develop and continuously update a compendium of research on child and youth offenders to inform practice.
- Build and maintain a repository of best practices in the administration of justice for children.
- Periodic conferences on thematic issues related to the administration of justice for children.





**IMPLEMENTATION
AND COORDINATION**





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AND COORDINATION**



4. IMPLEMENTATION AND COORDINATION

4.1 Introduction

The implementation of the Strategy will entail coordinated efforts from various actors in the national and county government, CSOs, communities, families and children at large. The Implementation Framework (Annex 1) provides a guide for the implementation of the Strategy and sets out:

- Strategies and key activities required to achieve the desired outcomes;
- The lead actor for each activity, responsible for ensuring implementation of the activity and reporting on progress;
- Supporting actors that the lead actor should consult and/or involve in the implementation of the activity (note that the listed agencies are not necessarily exhaustive and do not preclude the involvement of other relevant partners); and
- Targets and timelines for completion of the activity or the period in which the activity occurs.

To ensure effective implementation of the Strategy, participating agencies will be expected to incorporate child justice reform initiatives into their core business and align their agency plans with the Strategy. This includes:

- Ensuring that activities in the Implementation Framework for which they are responsible are reflected in their agency annual plans and adequately budgeted for; and
- Regularly reporting on progress realised on the administration and access of Justice for Children to the Standing Committee and the NCAJ Secretariat.

The NCAJ Standing Committee on the Administration of and Access to Justice for Children will be responsible for ensuring coordinated implementation of the Strategy at the national and sub-national levels, in collaboration with the Court users Committees and Country Children Committees. Through its regular meetings, the Standing Committee will act as the forum for all participating actors to collectively review progress on implementation, address challenges and plan for future implementation.

4.2 Financial Resources Required for the Implementation of the Strategy

The allocation of adequate financial resources is critical to the successful and effective implementation of the National Strategy on Justice for Children. Within 3 months of this Strategy being adopted, the NCAJ Standing Committee on the Administration of and Access to Justice for Children will develop costings for each Strategic Area and develop a strategy to increase funding for child justice reform initiatives. All agencies involved in the administration of child justice will be expected to incorporate their commitments under this Strategy in their annual plans and budgets. The NCAJ will also continue to lobby the Treasury and Parliament to recognize the importance of investing in the Child Justice System.

The NCAJ Standing Committee on the Administration of and Access to Justice for Children and its members will also continue to leverage technical and financial assistance from Development Partners to support the implementation of key programmes. Opportunities will be explored for leveraging existing Development Partner commitments to the justice sector to support the implementation of the Strategy. In addition, targeted proposals will be developed to seek additional support for specific aspects of the Strategy.

4.3 Human Resources Required for the Implementation of the Strategy

The Strategy advocates for increased budgetary allocation to agencies working in the child justice sector towards enhancing human and financial resourcing guided by the NCAJ Budgeting for Children in the Justice System Guideline. Equally, there is need to increase government budgetary allocation to the NCAJ Secretariat which plays a crucial role in coordinating access to justice sector actors using different strategies.

4.4 Risk Analysis and Management

Several uncertain events and conditions may affect the implementation of the National Strategy on Justice for Children. The following chart outlines the identified risks and proposes mitigation strategies to eliminate or minimize their impact.

Risk	Risk Rating	Risk Mitigation Strategies
Delayed implementation	Medium	Follow up, Reporting, Incentives
Inadequate funding	High	Resource mobilization involving non-State actors; advocate for adequate budgetary allocation.
Silo approaches by agencies	Medium	Sensitization, multi-agency coordination and linkages
Ambiguity/duplication of roles and policies	Medium	Mapping of key partners in the justice system to avoid duplication; harmonization/review of laws and policies; interagency forums and meetings; sensitization
Data shortfall	Medium	Training, collection, supervision, infrastructure upgrade, budgeting, controlled access and transparency
Lack of infrastructure (child holding facilities)	High	Enhanced budgetary allocation
Uncertain political will	Medium	Lobbying, Advocacy
Slack uptake of international standards / best practices	Medium	Benchmarking, reporting, regular training, incorporate CCPO training in institutions
Lack of skills / capacity/ inadequate training in handling children	Medium	Training and capacity building; advocate for joint trainings
Transfer / deployment of trained officers	High	Policy on transfers for personnel handling children's matters
Special needs insensitive resource allocation	High	Sensitisation of all actors; train / sensitise / employ specialised personnel for children with special needs

4.5 Implementation of the Strategy

The implementation of this Strategy will entail state and non-state actors and NCAJ. The Standing Committee will take responsibility for overseeing and coordinating the implementation of the Strategy. The NCAJ Secretariat will assist in monitoring, evaluating, and reporting.

4.6 Cascading the Strategy

The NCAJ agencies may opt to enhance their internal strategies for the efficient administration of justice for children. Strategic meetings will be held with actors in the child justice sector, establishing data collection systems and conducting monitoring, evaluation, and learning of the effectiveness of the interventions. The Standing Committee, assisted by the Secretariat, will lead the annual performance review to assess and take stock of progress made in implementing this Strategy and guide on any necessary adjustments for effective implementation.



MONITORING, EVALUATION AND LEARNING PLAN





MONITORING, EVALUATION AND LEARNING PLAN



5. MONITORING, EVALUATION AND LEARNING PLAN

5.1 Introduction

Monitoring, Evaluation and Learning (MEL) are integral components of this Strategy and will provide a systematic means to measure progress, assess the impact and allow continuous adaptation to the emerging needs of Kenya's child justice system. This chapter provides a comprehensive MEL framework to support a systematic assessment of the Strategy's implementation, measure its impact, and facilitate continuous learning and improvement. The Strategy represents a comprehensive and forward-looking approach to enhancing the administration and access to justice for children in Kenya. It encompasses a broad scope, from early intervention to post-trial support, and is driven by the pressing need to ensure children's rights are always protected.

Specifically, the MEL framework will aim to:

- Provide a systematic approach to assess the Strategy's progress.
- Measure the effectiveness, efficiency and quality of the Strategy's implementation.
- Facilitate evidence-based decision-making and policy adjustments.
- Promote a culture of learning and adaptive management.

Hence, the MEL plan will provide a robust foundation for assessing, improving and continually adapting the Strategy. It is crucial in achieving the broader goal of ensuring child-friendly and effective access to justice while upholding children's rights and dignity.

Some of the crucial elements for the proper implementation of MEL framework outlined in this Chapter will entail:

- *Reporting:* Periodic reporting mechanisms will be established to share MEL findings with justice actors and the public. Reports will encompass progress, challenges, mitigation measures and recommendations.
- *Data Collection and Analysis:* Data collection methods will include a combination of quantitative and qualitative approaches, ensuring robust and comprehensive information. Data will be collected on a regular basis with measures being put in place to guarantee its quality and integrity. Ethical considerations will guide data collection, storage and sharing to protect the rights and privacy of children involved in the justice system.
- *Risks and Assumptions:* Potential risks to the MEL process will be identified and mitigated through proactive measures.
- *Resource Allocation:* Financial resources will be mobilized to support MEL activities, including data collection, analysis, reporting and capacity building.
- *Sustainability and Continuity:* Plans will be implemented to ensure the sustainability of MEL activities beyond the Strategy's duration, fostering a culture of accountability and learning.
- *Ethical Considerations:* Ethical principles will govern all aspects of MEL to ensure compliance with human rights and child protection rules and regulations.

The Monitoring and Evaluation (M&E) Framework, given in Annex 2, provides and defines specific indicators, targets, means of verification and information sources for tracking progress and measuring success. These indicators are SMART (Specific, Measurable, Attainable, Realistic and Time-bound).

5.2 Monitoring

Monitoring will entail the ongoing process of collecting and analysing data related to key indicators of the Strategy to assess progress toward program goals. Monitoring will serve the following purposes:

- Allow real-time tracking of programmes or activities, outputs and outcomes.
- Support the identification and prompt addressing of challenges.
- Ensure alignment of planned activities and budgets.
- Facilitate accountability and transparency.

Monitoring activities will include:

- Regular data collection on key indicators across the justice chain
- Reviewing of reports submitted by justice actors.
- Conducting spot checks to assess the quality of services delivered.
- Holding regular coordination meetings to share updates and challenges.

Monitoring activities will commence at the beginning of the Strategy's implementation and continue throughout its duration. The responsibility for monitoring will rest with the following:

- The NCAJ Standing Committee on the Administration of and Access to Justice for Children.
- Lead actors identified in the Implementation Matrix for specific activities.
- NCAJ Department responsible for matters relating to children assisted by M&E Department
- NCAJ Secretariat for reporting progress in the Annual Administration of Justice Report.

5.3 Evaluation

Evaluation, within the context of the Strategy, is a periodic and systematic process of assessing the impact and effectiveness of the Strategy. The purpose of the evaluation will be to:

- Determine the extent to which the Strategy has achieved its intended outcomes and impacts.
- Identify strengths and weaknesses of the Strategy.
- Provide recommendations for future improvements and adjustments.
- Inform policy decisions regarding child justice reforms.

The evaluation activities will cover:

- Mid-term and end-term assessments to comprehensively review the Strategy's impact.
- Data collection through surveys, interviews and/or document analysis.
- Analysis of children's feedback on their justice system experience.
- In-depth examination of changes in the operating environment and emerging risks.

Evaluation activities will be mid-term and end-term. The responsibility for evaluation lies with the following:

- External and internal experts as appropriate.
- The NCAJ Standing Committee for overall guidance and coordination.
- NCAJ Secretariat to report the progress in the applicable Annual Administration of Justice Report.

5.4 Learning

Learning will involve integrating insights gained from monitoring and evaluation into programmatic decisions, fostering a culture of adaptability and improvement. Learning will serve the purpose of:

- Identifying best practices and lessons learned for decision-making and program adjustment.
- Enhancing the Strategy's effectiveness and efficiency.
- Ensuring that successful strategies are replicated in future initiatives.

Learning activities will include:

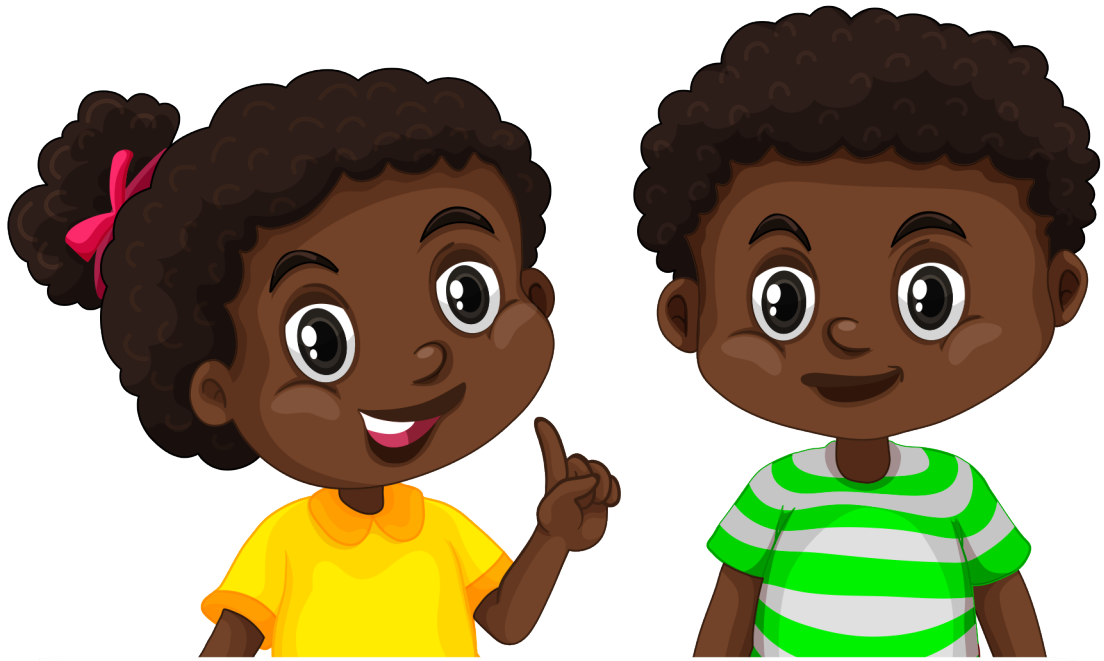
- Regular meetings to discuss M&E findings and their implications.
- Incorporating lessons learned into strategic planning.
- Encouraging feedback and suggestions from children and justice actors.
- Promoting knowledge sharing and capacity building among child justice actors.

Learning will be an ongoing process integrated into the entire duration of the Strategy. The responsibility for fostering learning lies with the following:

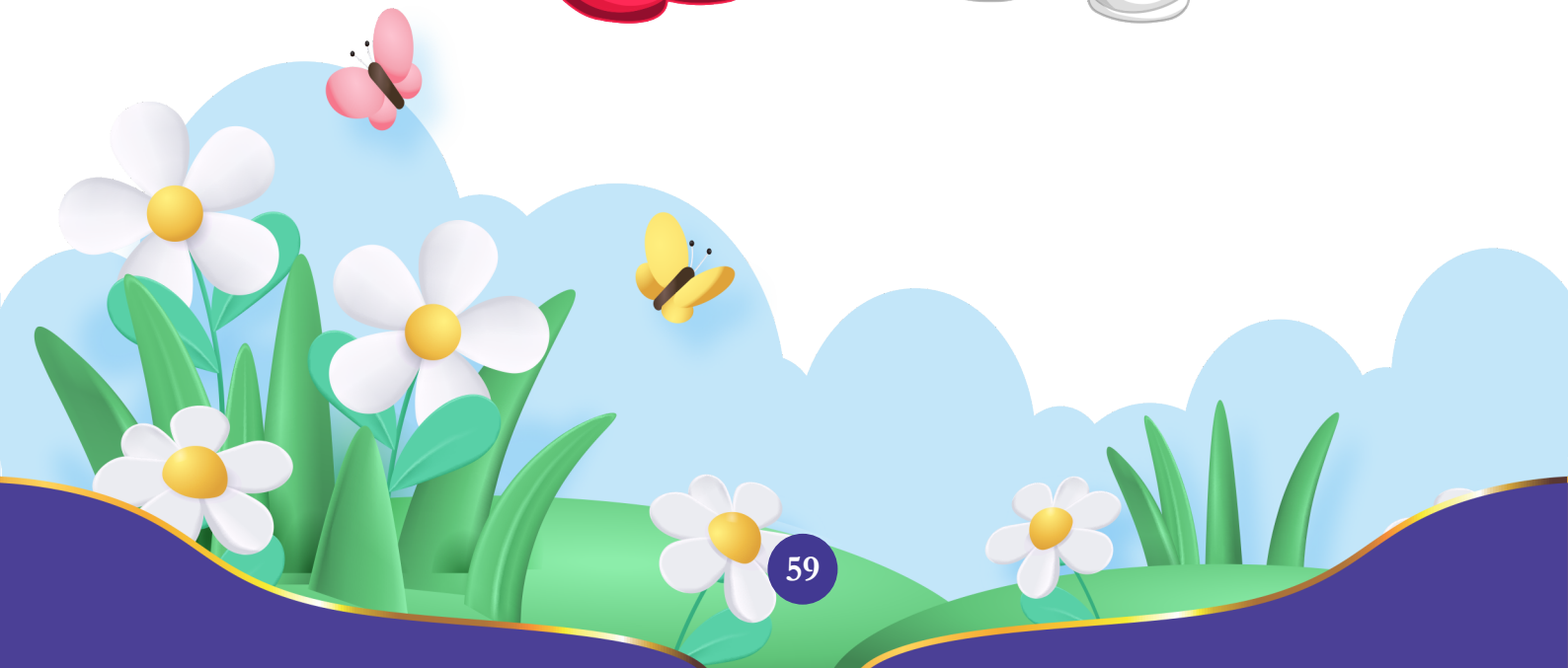
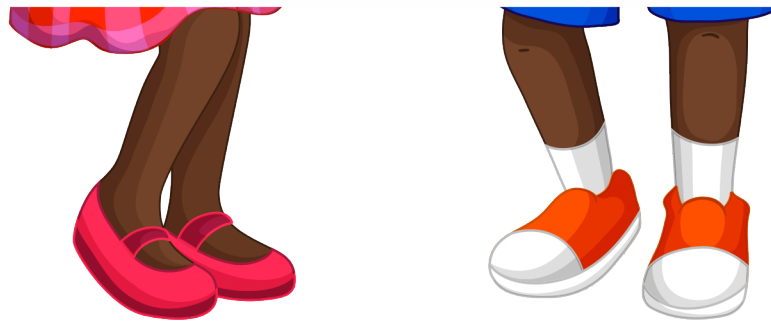
- The NCAJ Standing Committee will lead discussions on M&E findings.
- Relevant justice actors responsible for implementing recommendations.
- Stakeholders and partners involved in the child justice system.

Learning will further entail feedback mechanisms to facilitate the incorporation of findings into decision-making and program improvements. Lessons learned will be documented and shared to inform future initiatives.





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REFERENCES



REFERENCES

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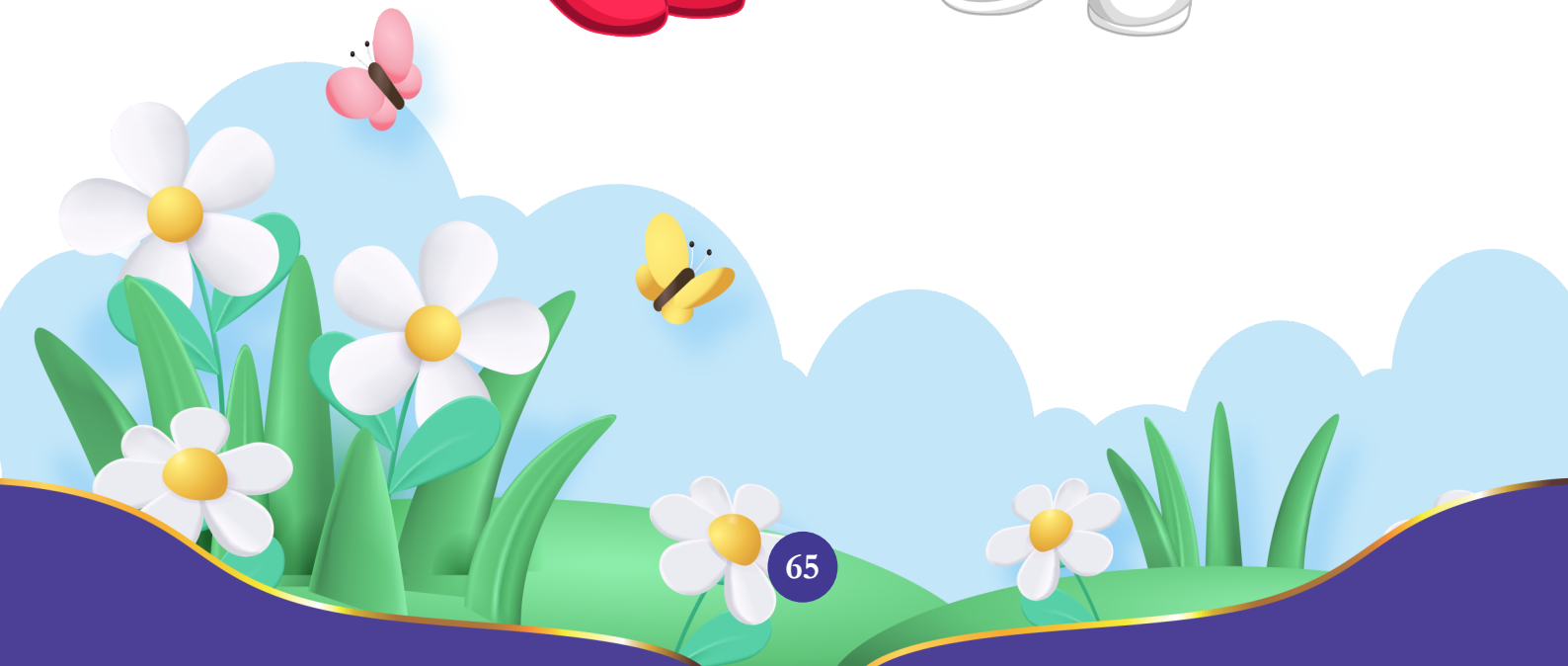
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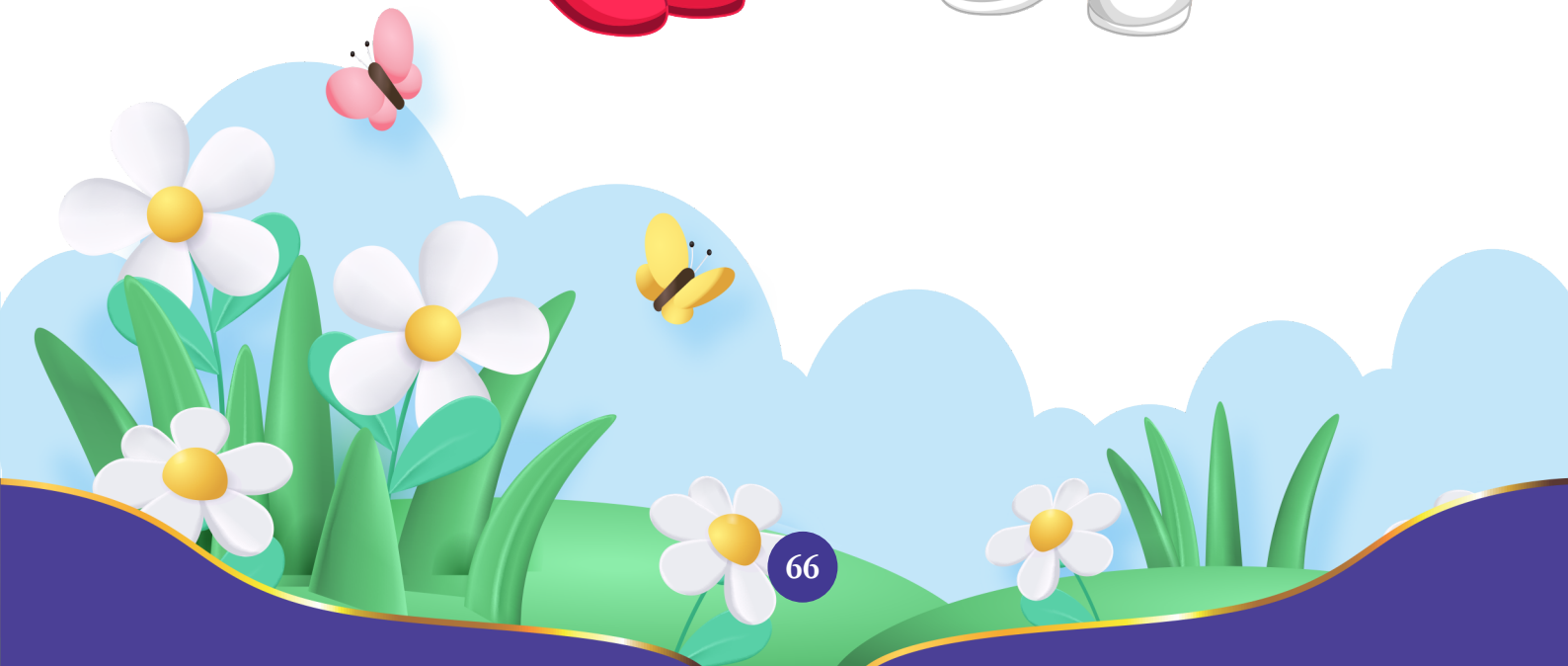


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A1. Implementation Matrix for the Strategy

Strategic Area 1: More Preventive Child Justice System

Strategies	Key Activities	Lead Actor	Supporting Actors	Target / Timeframe
Outcome 1.1 Comprehensive social support system for all vulnerable children				
1.1.1 Enhance parental capacity and responsibility	Increase social protection / financial support to vulnerable households	Social Protection Secretariate	PACS, Judiciary, Prisons, DCI AHTCPU, NPS (OCS), NGAO and COG	50% increase, continuous 2023-2027
	Implement evidence-based parenting programmes including the roll-out of the National Parenting Manual, to enhance parental capacity and responsibility.	DCS	PACS, Prisons, Judiciary, DSD, County govts / CACs, NGAO and COG	2023-2028 (continuous)
	Establish family support groups / family support initiatives in high-risk communities.	DCS	PACS, NPS, County govts / CACs, NGAO and COG	10 counties by end 2025
	Develop family group conferencing manual / guidelines.	DCS, PACS	Standing Committee	By end 2024
1.1.2 Strengthen community capacity to protect children	Expand recreational spaces for children and young people.	DCS, PACS	County govts / CACs	10 per each agency by 2026
	Sensitize community on child protection and improve reporting and referral structures at the community level.	DCS, PACS	CCUCs, CACs	47 counties by 2026

Increase the capacities of community policing committees, child protection volunteers and health workers to identify, prevent and respond to violence against children and to prevent delinquency	DCS	NPS, PACS, MOH, MOE, AHTCPU, Judiciary, ODPP, COG, NGAO, CACs	47 counties by 2026
Sensitize the community on access to justice for children through organized community forums, Children's Assemblies, online platforms, radio stations and television.	NCAJ	MOI (Local Administration), CACs	47 counties by 2026
Expand PACS Probation Community Resource Centres (PCRC), GoC and other social justice centres for children.	PACS	GoC, CACs	47 counties by 2026
Address mob injustice through community sensitisation, identifying and engaging chiefs, community champions / change agents, and apprehension of perpetrators.	NPS	DCS, PACS, COG, MOI, CACs	47 counties by 2026
Strengthen services (government and non-government) to support street children, their families and other vulnerable groups, including the street family rehabilitation trust fund.	DCS	COG, MOI, CACs	47 counties by 2026

	Develop child-friendly materials for children (e.g. comic books, website and/or app) on their rights in the justice system, including information about how to lodge complaints or access remedies if those rights are violated	NLAS, LRF	Standing Committee, All justice actors	By 2027
	Disseminate the National Strategy on Justice for Children, Children Act 2022 and all Child Justice strategies, including child-friendly versions.	KCA, NCCS	Standing Committee	2023-2028 (continuous)
Outcome 1.2 Targeted prevention programmes				
1.2.1 Evidence-based crime prevention programmes	Conduct a thematic baseline on emerging crimes.	NCRC, NPS, PACS	Standing Committee	2023/2024
	Conduct a mapping to identify communities where child offending is highest, and to identify existing prevention programmes and promising practices	SCC, DCS. PACS, NPS		Annually, 2023-2028
	Implement prevention programmes in high-risk communities, including life skills programmes, and evidence-based programmes to prevent gang involvement, sexual offending, radical violent extremism and drug abuse.	DCS, PACS, AACs	Prisons, NPS, CACs	47 counties 2023-2028(continuous)

	Establish a Police Admonishment Programme targeted at children at risk of offending as a strategy to support prevention of crime among children.	NPS		
1.2.2 Strengthen protection of children from online abuse, violent extremism, trafficking and other emerging risks	Develop and implement a National Plan of Action on Child Online Protection.	NCCS, DCS	All justice actors	By 2024
	All counties implement their Action Plans on Countering Violent Extremism and operationalise Country Policing Authorities (CPAs)	PACS, NCIC, NCC	All justice actors	47 counties 2023-2028
	Review the Sexual Offenses Act 2006 to address discrimination of minors based on gender.	NCAJ Committee on review of SGBV laws	All justice actors	By 2025
	Empower County Policing Authority (CPAs), County Policing Forums (CPF's) and communities to undertake prevention and mitigation interventions on countering human trafficking	CTP	CPAs, CPF's	2023-2028 (continuous)
	Implement the Tailor-made Curriculum on Preventing and Countering Violent Extremism for Children's Officers and accompanying Training Manual	DCS		2023-2028 (continuous)

Strategic Area 2: Alternative Justice Systems, Diversion and Alternative Dispute Resolution

Strategies	Key Activities	Lead Actor	Supporting Actors	Target / Timeframe
Outcome 2.1: AJS used as a forum of first instance in appropriate children’s cases				
2.1.1 Clearly define role of AJS in children’s cases	Develop an AJS Policy and Guidelines for children encompassing all forms of AJS, including mediation, traditional dispute resolution, and diversion.	National Steering Committee on Implementation of AJS, OCJ , ODPP	All justice actors	Developed by 2024; implemented 2026-2028
	Develop and gazette guidelines on the mandate of AJS in dealing with children’s matters		All justice actors	Developed by 2024; implemented 2025-2028
	Produce and disseminate information on AJS mandate in children’s matters		All justice actors	All counties by 2026
	Train AJS practitioners and the public on the appropriate jurisdiction for AJS in children’s matters.		All justice actors	All counties by 2028
	Ensure children’s issues are integrated into the AJS user guidelines, and develop a child-friendly version.		All justice actors	By 2026
2.1.2 Enhance capacity of community-based AJS practitioners to handle children’s cases	Ensure a special focus on children’s matters in the development of the Standard Operating Procedures Guidelines for AJS and the Code of Conduct for AJS practitioners.		All justice actors	By 2026

Develop training manual for community-based AJS practitioners on handling children's cases in a child-friendly manner and making decisions in compliance with children's rights and best interests, and train a team of trainers to deliver the training.

All justice actors By 2026

Train community-based AJS practitioners on handling children's cases.

All justice actors AJS practitioners in all counties trained by 2027

Develop and adopt guidelines for participation of paralegals or other intermediaries to support children through AJS processes.

All justice actors By 2026

Outcome 2.2: Children in conflict with the law are diverted

2.2.1 Develop an inter-agency framework for implementing diversion

Form an ad hoc, inter-agency working group to study diversion implementation models and global, regional and national best practices, and to propose recommendations

Standing Committee Judiciary, ODPP, DCS, PACS, NPS

By 2024

Stakeholder workshop to discuss and agree on a framework to implement diversion.

2.2.2 Strengthen early assessment and decision-making about diversion	Develop guidelines for COs / POs and other authorised officers on conducting diversion risk assessments and making recommendations to police, ODPP and Courts regarding diversion.	Standing Committee	ODPP, PACS, DCS, NPS, Judiciary	By 2024
	Train COs / POs and other authorised officers on the guidelines, including skills for risk assessments and diversion planning.	Standing Committee	PACS, DCS	2000 CO and 2000 POs trained by 2026
	Review and update the ODPP Diversion Policy and Diversion Guidelines to align with the new diversion provisions under the Children Act, 2022	ODPP		Policy and Guidelines updated by 2023
	Progressively set up case management desks at all ODPP stations to promote early screening and diversion of children's cases.	ODPP	NCAJ	47 Desks (1/ county) by 2026
	Train and sensitise ODPP on diverting children as part of the ODPP Training Institute induction and in-service training (as part of Outcome 5.2).	See outcome 5.2		
	Train and sensitise all magistrates on early diversion of children at the Preliminary Inquiry.	KJA	NCAJ	60 magistrates/ year 2023-2028 (continuous)

Develop guidelines on conducting Family Group Conferences under s. 232 of the Children Act, 2022	NCAJ, Judiciary, DCS		Guidelines issued by early 2024
Develop a module to be included in the CPO Curriculum on Family Group Conferencing	DCS		
Train Children's officers and other authorised officers on convening and facilitating Family Group Conferences and on the use of ADR in children's cases.	DCS		2000 officers per agency trained by 2026
Develop and implement a referral mechanism from police, ODPP, courts to AJS / community-based restorative justice mechanisms and/ or diversion service providers.	NCAJ	NPS, ODPP, Judiciary	2023-2028 (continuous)
Sensitise county governments, AACs, CACs and community members on diversion.	NCAJ		2023-2028 (continuous)

2.2.3 Strengthen programmes for children who have been diverted	Develop guidelines on management of diversion programmes, including standards for accrediting diversion programmes, monitoring service providers for quality control, and evaluating the effectiveness of diversion programmes.	DCS, PACS	All justice actors	By 2024
	Strengthen the capacities of Child Advisory Committees to coordinate diversion programmes.	DCS, NCCS (through CACs)	All justice actors	By 2026
	Develop structured partnerships with community leaders and community-based service providers to enhance diversion programmes, including programmes for children with special needs.	DCS, CACs, PACS	All justice actors	By 2026
	Update the online National Directory for Children's Service Providers to include accredited diversion service providers.	DCS	All justice actors	By 2024

Outcome 2.3 Child-centred mediation of family and other civil matters affecting children

2.3.1 Strengthen the use of child-centred and child-inclusive mediation in family matters.	Establish court-annexed family mediators in every Children’s Court.	Judiciary	All justice actors	Mediators in 50% of Children’s Courts by 2026
	Develop a policy and guidelines on child-friendly and child-inclusive mediation, including a process for specialised accreditation of court-annexed mediators in CCM/CIM.	NCAJ	Judiciary, LSK, CLE, DCS, PACS, NLAS	By 2025
	Develop a training package for court-annexed mediators on CCM/CIM and train a team of trainers to deliver the training	NCAJ	Judiciary, LSK, CLE, DCS, PACS, NLAS	By 2026
	Train and accredit court-annexed mediators in CCM/CIM at all court stations.	Judiciary	MAC	2500mediators trained and accredited in CCM/CIM by 2028
	Integrate training and capacity building on CCM/CIM into the continuous training for court-annexed mediators, COs and other authorised officers.	NCAJ	All justice actors	By 2026

2.3.2 Family group decision-making in care and protection cases.	Incorporate family group decision-making into the Rules and procedures for responding to reported cases of children in need of care and protection.	DCS	All justice actors	By 2026
	Integrate skills for facilitating family group decision-making into the continuous training for COs and other authorised officers.	DCS	All justice actors	By 2026

Strategic Area 3: Child-Friendly Police Response

Strategies	Key Activities	Lead Actor	Supporting Actors	Target / Timeframe
Outcome 3.1 Police officers are child-friendly and skilled in handling children's cases				
3.1.1 Standardised induction and continuous training and capacity building for all police.	Review NPS training curriculum for new recruits and update as needed to ensure it comprehensively address police roles and responsibilities towards children and to include a component on trauma informed approaches.	NPS	Police Training Unit; Police Colleges	By end of 2023
	Develop standardised training manuals for continuous, in-service training of the police, including options for virtual or online training, and train a team of trainers to deliver the training	NPS	Police Training Unit; Police Colleges	By end of 2024
	Integrate the training into in-service training provided by the NPS, including regional training centres.	NPS	Police Training Unit; Police Colleges	10,000 NPS and other law enforcement officers trained /year 2023-2028 (continuous)
3.1.2. Amend NPS Standing Orders to include establishment of a specialised police unit for children within the police structure	Review the NPS structure to decide on an appropriate mandate and structure for a specialised police unit for children and amend Chapter 7 of the NPS Standing Orders to reflect the new unit within the police structure.	NPS, Standing Committee		By mid-2024

Develop and implement a costed proposal for gradual establishment of a specialist police unit for children in all police stations, starting first in high crime areas.	NPS, Standing Committee	County government	Specialised police units in all police stations by 2028
Develop a policy on appointment and retention of officers for the specialised unit for children.	NPS		By 2024
Develop advanced training and capacity building programme that is mandatory for police officers assigned to the specialised unit and conduct a TOT on the advanced course for a team of trainers from the police training unit.	NPS	Police Training Unit; Police Colleges	By end 2024
Advanced specialist training and capacity building for police officers assigned to the specialised unit for children.	NPS	Police Training Unit; Police Colleges	300 specialist police trained/year 2024-2028.
Include budget for proper operation of the CPUs in the police budget	NPS	DCS, County Government	2023 (immediate)

Outcome 3.2 Children in conflict with the law have their rights upheld during apprehension and investigation

3.2.1 Update and enforce standard operating procedures on handling children in conflict with the law	Review and update the sections of the NPS Standing Orders on children in conflict with the law (Chapter 46) and the CPU SOPs to reflect ongoing legislative and policy reforms.	NPS	Standing Committee	By 2024
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Widely disseminate the revised Standing Orders and SOPs in both print and electronic form.	NPS	Standing Committee	By end 2024
Incorporate the revised Standing Orders and SOPs into induction and in-service training for all police (see Outcome 3.1).	NPS		
Introduce a standard process and checklist for age assessment.	Standing Committee	NPS, ODPP, Judiciary, DCS	By 2024
Mandate and enforce the presence of a parent/guardian/caregiver other adult of the child's choosing, or defence lawyer whenever a child is questioned by the police.	NPS	DCS, NLAS	2023 (immediate)
Ensure all children in conflict with the law have a lawyer from the apprehension stage (see Outcome 4.1).	See Outcome 4.1		
Develop child-friendly information materials explaining the rights of children in conflict with the law to be available at police stations and legal aid offices.	Standing Committee	NPS, NLAS, DCS	2023 (immediate)
Issue guidance to the police on expunging the records of children in conflict with the law,	NPS	Standing Committee	By 2023

	Continuous monitoring of police stations to ensure implementation of set standards.	Standing Committee	DCS	2023 (immediate)
3.2.2 Reduce the number of children held police or other holding facilities	Facilitate and empower volunteer CPOs and paralegals to assist with family tracing and timely notification of parents/guardians.	DCS	NGOs	2023 (immediate)
	Enhance collaboration between law enforcement officers and other authorised officers so that children can be quickly assessed and released.	NPS, DCS, PACS, ODPP, Judiciary	County Government, Local Administration	2023 (immediate)
	Revise the Bail and Bond Policy to provide more guidance to police on cash bail, ensuring that it is required only as a last resort, and an affordable amount is set when it is required.	NPS	Standing Committee	By 2024
3.2.3 Establish specialised holding facilities for children	Enforce requirement under the Children Act and Bail and Bond Policy Guidelines for release of children on police bail.	NPS	Standing Committee, DCS	By 2024
	Develop and implement a costed proposal for gradual scale-up and roll-out of CPUs (separate holding facilities) to all police stations, starting first in high crime locations.	NPS, Standing Committee	County Government, Local administration	CPUs/ separate holding facilities in all police stations by end 2028

	Integrate operation of CPUs in the NPS Strategic Plan and annual budget.	NPS	Standing Committee	2023 (immediate)
Outcome 3.3 Effective and child-friendly investigation of crimes against children and children in need of care and protection				
3.3.1 Strengthen AHTCPU and CTP secretariate capacity to provide specialist response to serious cases of CSEA and trafficking in children	Develop a costed proposal for increasing AHTCPU personnel and decentralising the unit to hotspots in all regions.	NPS	DCI, Standing Committee	2024
	Develop detailed Standard Operating Procedures on handling child sexual exploitation, abuse and trafficking cases.	NPS	Standing Committee	2023 (immediate)
	Develop an advanced training course on investigation of CSEA and trafficking, including online abuse, to be imbedded in the DCI Training Academy curriculum and other NPS training programmes and train a team of trainers to deliver the training course	NPS	DCI Training Academy, NPS training colleges	By 2024
	Mandate that all officers newly recruited to the AHTCPU complete the standardised training course within 12 months of their appointment to the unit and benefit from annual refresher training, with a focus on emerging issues / threats.	NPS	Standing Committee, DCI	By end 2024, 100% new AHTCPU recruits trained w/in 12 months of their posting

	Review and revise transfer and deployment policies to ensure that skilled and trained AHTCPU officers are retained within the unit	NPS		2023 (immediate)
	Develop and implement an inter-agency digital evidence management system for handling digital evidence in online child sexual exploitation and abuse cases	NCAJ	Standing Committee, NCAJ ICT Committee, NPS, ODPP, Judiciary	By 2027
	Disseminate national referral mechanism on identification of victims of trafficking and subsequent assistance process.	CTP		
3.3.2 Improve police capacity to conduct effective and child-friendly interviews of child victims	Establish a technical working group of key experts to review child interview protocols used by police services in other countries and develop a protocol appropriate to the Kenyan context.	NPS	ODPP, DCS, Judiciary	2023 (immediate)
	Develop guidelines for taking video-taped statements from child victims and presenting video-taped evidence in court.	NPS, ODPP	DCS, Judiciary	2023

Develop a standardised, advanced training course on interviewing child victims (including taking video-taped statements), to be integrated into the DCI Training Academy and NPS training unit and train a team of trainers to deliver the training course.	NPS	DCI Training Academy, NPS training unit	2023
Provide specialist training on interviewing children to AHTCPU personnel, officers assigned to the specialised police unit for children, and other designated officers at the national, regional and county levels.	NPS	DCI Training Academy, NPS training unit	300 officers trained / year 2023-2028
Conduct an audit of police station infrastructure and video-recording equipment and upgrade as needed, starting first in Nairobi and Mombasa and gradually expanding to other hotspot areas.	NPS	Standing Committee, non-State actors	2023 (immediate)

3.3.3 Rights-based response to children in need of care and protection	Update the CPU SOPs / NPS Standing Orders to clarify the role of police in dealing with children in need of protection, to prohibit apprehension of children for status offences, and to clarify that child victims and children in need of protection must not be held in police custody.	NPS	ODPP, DCS, PACS, Judiciary	By end 2024
	Improve collaboration, communication and referral between police, Probation Officers and COs (see Outcome 4.2).	See Outcome 4.2		
	Incorporate training and capacity building on a rights-based and trauma informed approach to children in need of protection into police training (as part of Outcome 3.1).	See Outcome 3.1		
	Expand the number of DCS Child Protection Centres to cover five regions and strengthen their capacity to act as primary entry point for reporting and responding to children in need of care and protection.	DCS	Standing Committee	47 Child Protection Centres by 2028

As part of the care reform initiative, strengthen kinship care and other family-based forms of care, including expanding the availability of temporary places of safety for children (kinship care, foster care, rescue centres and other shelters) in all counties.	DCS	Standing Committee	2023-2028 (continuous)
Ensure all police stations have an updated directory with approved shelters and other places of safety for children.	DCS	NPS	All police stations have an updated directory by end 2023
Strengthen social welfare interventions to support children on the streets and to trace their families or provide appropriate alternative care in order to reduce the number of street children being held in police custody and processed through the criminal justice system.	DCS	Standing Committee, Social Services, Street Families Rehabilitation Trust Fund	2023-2028 (continuous)

Strategic Area 4: Support and Protection for Children throughout the Justice Process

Strategies	Key Activities	Lead Actor	Supporting Actors	Target / Timeframe
Outcome 4.1 Children have Access to Child-friendly Legal Information and Legal Aid				
4.1.1 Support and strengthen NLAS operationalization	Form an ad hoc committee of the Standing Committee, led by NLAS, to study options for strengthening children's access to child-friendly legal aid, including improved access to legal representation for children in conflict with the law at the point of apprehension (e.g. phone/virtual legal advice)	NLAS, Standing Committee	LSK, State and non-State actors	2023 (immediate)
	Develop a costed plan to strengthen children's access to legal aid, including expanding the role of paralegals.	NLAS, Judiciary	Standing Committee, LSK, State and non-State actors	By end 2024
4.1.2 Mobilise and incentivise advocates to take up children's cases	Collaboration between the Law Society of Kenya and National Legal Aid Service to sensitise advocates on the importance of legal aid for children's matters.	NLAS, LSK	Standing Committee, State and non-State actors	2023 (immediate)
	Sensitization and training of law students on legal aid and working with NLAS and LSK.	CLE, Standing Committee	LSK, KSL, Law Schools	2023 (immediate)
	Support Wakili wa watoto clubs in law schools	Standing Committee, Law Schools	State and non-State actors	2023-2028 (Continuous)

4.1.3 Continuous, specialised training and capacity building for advocates and paralegals	Encourage lawyers to take up pro bono children’s matters through awarding of CPD points and other rewards.	LSK	Standing Committee, Judiciary	By 2024
	Children’s Courts to collaborate with the Law Society of Kenya to maintain an updated list of trained pro bono advocates willing and able to provide legal aid to children.	Judiciary, LSK	NLAS, State and non-State actors	All Children’s Court have a list by 2023, continuously updated 2024-2028
	Council of Legal Education to have justice for children integrated into the curriculum in law schools.	Law Schools, CLE	CLE, Standing Committee	2023-2028 (Continuous)
	Develop guidelines for advocates and paralegals on providing child-friendly legal advice and legal representation to children, including representing children with special needs and trauma informed care.	LSK, KSL	Standing Committee	By end 2023
	Develop standard training and capacity building packages for advocates and paralegals (including human rights defenders, staff of CSOs and justice centres, etc.) on representing children and train a team of trainers to deliver the training.	LSK	Standing Committee	By end 2024

	Integrate training for advocates into the curriculum for pro bono advocates and provide continuous training for advocates through the Law Society of Kenya and other training programmes	LSK, NLAS	Judiciary, Standing Committee	200 advocates trained/ year 2023-2028
	Integrate the training for paralegals into the induction and in-service paralegal training programmes.	LSK, NLAS	Judiciary, Standing Committee	200 paralegals trained/ year 2023-2028
	Relevant actors providing legal aid services to children (LSK, human rights defenders, National Government Administrative Officers-NGAO, CSO, etc) to integrate justice for children in their respective curricula and programming.	Standing committee, CLE	LSK, Human Rights Defenders, NGAO, other State and Non-State Actors	2023-2028 (Continuous)
4.1.4. Child-friendly information for children in their rights	Develop child-friendly materials for children (e.g. comic books, website and/or app) and parents to explain the child justice process and children's rights in the justice system	Standing Committee	Judiciary, LKS, NLAS	By 2024

	Justice actors to incorporate child justice system information in their information dissemination plans (e.g. in exhibitions, customer care desk, etc.) and distribute child-friendly material to schools.	Standing Committee	Judiciary, State and Non-State Actors	2023-2028 (continuous)
	Promote awareness of children's rights, including safeguarding the rights of children with special needs, utilising radio, online platforms, and other media.	Standing Committee	Judiciary, LKS, NLAS	2023-2028 (continuous)
Outcome 4.2: Improved referral, psycho-social support and other support services for children				
4.2.1 Integrated, multi-disciplinary response to serious crimes of violence against children	Establish Multi-disciplinary Teams (with representatives from AHTCPU, ODPP, DCS, MOH, National Counter Terrorism Centre, Kenya National Commission on Human Rights, VPB, WPA, and relevant CSOs) to investigate serious crimes of violence against children, starting first in Nairobi and Mombasa and expanding to other hot-spot areas.	AHTCPU, ODPP, DCS, MOH, CTIP Secretariat, KNCHR, NCTC, VPB, WPA	NGOs, Standing Committee, WPA	MDTs established in Nairobi and Mombasa by 2023, all hotspots by 2028
	Develop an inter-agency Memorandum of Understanding (MOU) to guide the work of the Multi-Disciplinary Teams.			2023 (immediate)

	Study the feasibility of establishing One-Stop Shops (Policare or other model) in hotspot areas to provide integrated services for child victims (police, health, counselling, care and protection, WPA) in one accessible and child-friendly location.			2026
4.2.2 Strengthen collaboration and referrals between the justice agencies and child protections service providers	Conduct an analysis of county COs' roles, responsibilities and time usage to determine which functions are best carried out by the COs, and which can be delegated / outsourced to other individuals / organisations.	DCS	Standing Committee	By mid-2023
	Develop and implement a strategy for addressing DCS human resource constraints by delegating / outsourcing some of the COs' functions to other authorised persons or organisations (e.g. to volunteer child protection officers or trusted and capable CSOs.)	DCS	Standing Committee	By 2024

Assign a CO (or other authorised person) to each specialised police unit for children to conduct an early assessment of children and refer them to support services (PSS, arranging appropriate alternative care, and any special needs relating to disability or other vulnerability).	DCS	NPS	CO assigned to all specialised police units by 2025.
Develop a policy and guidelines on how to involve trained psychologists and counsellors in the justice system, including for court-mandated counselling services.	Standing Committee	State and non-State actors	By end 2025
Sensitise specialist police, CO and other authorised persons on their respective roles under the CPU SOPs and referral procedures.	NPS, DCS	Standing Committee	By 2024
Sensitise child justice actors on the role of independent commissions (KNCHR, TSC, NGEC, and CAJ) in safeguarding the rights of the child.	Standing Committee	KNCHR, TSC, NGEC, State and non-State actors	2023- 2028 (continuous)
Disseminate and implement the Counter Trafficking in Persons (CTiP) National Plan of Action 2021-2026	CTP secretariat	DCS, DCI, State and non-State actors	2023- 2028 (continuous)

Implement the recommendations of the Intersex Taskforce Report on safeguarding the rights of intersex children in the justice system.	IPICC, Standing Committee	KNCHR, AG	100 % implementation by 2028
Implement the recommendations of the Mental Health Taskforce Report on safeguarding the rights of children in the justice system with mental illness and psychosocial support for victims.	Standing Committee, Mental Health Task Force	State and non-State actors	100 % implementation by 2028
Develop and regularly update a unified directory of service providers (Children's Officers, Probation Officers, NRM, lawyers, counsellors, psychologists, hospitals, approved places of safety, and other service providers) at all police stations and Children's Courts.	Standing Committee	NPS, Judiciary, DCS, PACS. KPS, NLAS	All police stations and Children's Courts have a Directory by 2023, updated continuously 2023-2028

4.2.3 Enhanced Witness Support Services for all Child Victims/Witnesses	Conduct a study of Victim/Witness Support Service models and design a model that is feasible and appropriate for Kenya.	WPA	Standing Committee, Victim Protection Board	By 2024
	Develop a guidebook and standardised training programme for Victim/Witness Supporters, including guidelines on supporting child victims of trafficking.	WPA	Standing Committee, Victim Protection Board, NRM	By end 2025
	Designate and train Victim/Witness Supporters for all court stations, starting first in high-crime locations.	WPA	Standing Committee, Victim Protection Board	300Victim/Witness Supporters trained/year 2025-2028
	Develop age-appropriate information packs for child victims/witnesses and their parents.	WPA	Standing Committee, Victim Protection Board	By end 2026
	Sensitise police, COs, CCUCs and other child justice stakeholders on the role of the Witness Protection Agency and how to access protection services for intimidated child witnesses.	WPA	Standing Committee	2023-2028 (continuous)
	Appoint a representative from the Witness Protection Agency on all CCUCs	CCUCs, WPA	Standing Committee	All CCUCs have a WPA rep by 2024

Sensitise police, COs, CCUCs and other child justice stakeholders on the role of National Referral Mechanism and referral of child victims of trafficking,	NRM	Standing Committee	2023-2028 (continuous)
Ensure protection for the child when offender is being rehabilitated and reintegrated to community.	WPA	Standing Committee	2023 (immediate)

Outcome 4.3: Strengthened community-based alternatives to remand, reduction in the number of children remanded in custody, and improved conditions for those who are on remand.

4.3.1 Strengthen use of community-based alternatives to remand custody for children in conflict with the law	Institutionalise the practice of using virtual hearings and mobile courts to make decisions about bail.	Judiciary	Standing Committee	2023 (immediate)
	Develop a Bail and Bond Policy and Guidelines for Children	Standing Committee	All justice agencies	2024
	Review and revise the draft Bail and Bond Bill to include a separate Chapter on Children.	Standing Committee	All justice actors, State and non-State actors	2024
	Train all judicial officers on their obligation to conduct Preliminary Inquiries for early determination of pre-trial release and diversion.	KJA	Standing Committee	All Children's Court magistrates trained by end 2024, all other judicial officers trained by 2027
	Train POs and COs on preparing reports for the preliminary Inquiry.	PACS, DCS	Judiciary, Standing Committee	300POs and 300COs trained by end of 2023

	Sensitise judicial officers on reducing financial disincentives, e.g. cash bail, that prevent parents or relatives from coming forward to take responsibility for children in conflict with the law, and on regular review of bond terms.	Judiciary	Standing Committee	500 judicial officers sensitised per year 2023-2028
	Train Children's Officers, Probation Officers and staff of remand homes on bail and bond.	DCS, PACS	Standing Committee	300 POs and 300 COs trained by end of 2023
	Develop and implement a supervision programme for children on bail or other pre-trial release	DCS, PACS		
4.3.2 Ensure developmental needs of children on remand are met	Conduct an audit of remand facilities and develop a costed plan for repairs / refurbishments.	DCS	Standing Committee	2023 (immediate)
	Progressively expand the number of remand homes in high-crime counties.	DCS	Standing Committee	xx new remand homes by end 2028 (DCS Workplan to guide)
	Allocate sufficient budget for the operation of remand homes.	DCS	Standing Committee	2023 (immediate)

Strategic Area 5: Child-friendly and Expeditious Court Proceedings

Strategies	Key Activities	Lead Actor	Supporting Actors	Target / Timeframe
Outcome 5.1 Specialised Children’s Courts staffed by specialised judges, judicial officers and judicial staff				
5.1.1 Standardised induction and continuous training for all judges, judicial officers and judicial staff	Develop a module on children to be incorporated into the Kenya Judiciary Academy’s (KJA) induction training for all newly appointed judges, judicial officers and judicial staff (adapting the CCPO curriculum).	KJA	Standing Committee, CCPO trainers	Training package finalised and approved by end of 2023
	Develop a standardised in-service training package on children to be incorporated into the KJA annual training programme (including in-person and virtual trainings) for judges, judicial officers and judicial staff, and designate and train a team of trainers from the KJA to deliver training (CCPO).	KJA	Standing Committee, CCPO trainers	Training package finalised and approved by end of 2023
	Training and capacity building of all judges, judicial officers and judicial staff on handling children’s matters as part of KJA annual training programme	KJA	Standing Committee, CCPO trainers	700 Judges and judicial officers trained by 2028
	Update the Children’s Court Practice Direction 2020 to reflect changes introduced by the Children Act, 2022 and widely distribute it to all judges and judicial officers.	Judiciary	Standing Committee	Gazette Notice by 204

5.1.2 Establish more specialised Children's Courts	Conduct an assessment of children's court cases to identify jurisdictions with the highest case-loads and develop a costed proposal for progressively increasing the number of separate Children's Courts.	Judiciary	Standing Committee	2023
	Issue guidance on the criteria / core competencies required of magistrates assigned to the Children's Courts	Judiciary	Standing Committee	By end of 2023
	Develop a policy on appointment, training and deployment of specialised Children's Magistrates.	Judiciary	Standing Committee	By mid-2024
	Progressively Gazette additional specialised Children's Courts and Children's Court Magistrates in line with the proposal.	Judiciary	Standing Committee	314 Children's Courts and 350 Children's Court Magistrates by 2028
	Develop an advanced, mandatory training course for judicial officers and judicial staff assigned to the Children's Courts, (including consideration of options for virtual or self-directed learning), and train a team of trainers from the KJA to deliver the course.	KJA	Judiciary, Standing Committee, CCPO trainers	Training package finalised and approved by end of 2023
	Integrate the advanced, mandatory training course for Children's Court Magistrates into the KJA training programme and train all designated Children's Court Magistrates.	KJA	Judiciary, Standing Committee	314 Children's Courts Magistrates trained/ year 2023 - 2028

	Give designated Children's Court magistrates unlimited jurisdiction to sit in any court station and institute Children's Court Circuits / mobile courts.	Judiciary	Standing Committee	Gazette Notice by 2024
	Conducted an audit of Children's Court facilities and identify equipment / adaptations needed to make the courtroom environment more child-friendly.	Judiciary	Standing Committee, LRF and partners	Audit completed by 2024
	Develop a standard template for a child-friendly Children's Court set-up, including child-friendly waiting areas, ensuring accessibility for children with disabilities, and video-conferencing facilities.	Judiciary - OCJ	Standing Committee, LRF and partners	By 2024
	Progressively upgrade Children's Court facilities to be more child-friendly.	Judiciary	Standing Committee, LRF and partners	All Children's Court facilities upgraded by 2028
	Incorporate plans for expanding the number of specialised Children's Courts into the Judiciary Infrastructure Master Plan.	Judiciary	Standing Committee, LRF and partners	2023-2028 (continuous)
5.1.3 Enhance court administration and case management	Finalise and adopt the Children's Court Practice Direction and Guidebook, amending as needed to reflect changes introduced by the Children Act, 2022	Judiciary		By 2024

Establish a separate Children's Court registry and use of white folders for children's matters at all court stations.	Judiciary-	Standing committee	Files to acquire by end of 2024 and all court stations have Children's Registry by 2025
Establish an automation committee to oversee expanded use of ICT and automation of key court and administrative functions in all Children's Courts, including e-filing and case tracking.	Judiciary	Standing committee	Committee in place by 2024
Designate a certain number of days in a week to hear children's matters exclusively, and ensure all children's cases are scheduled separately from adult matters.	Judiciary	Standing committee	All court stations have designated days for children's matters by end of 2024
Expand the use of virtual courts in children's cases, ensuring protection of children's privacy during virtual court hearings.	Judiciary	Standing committee	By end of 2025
Train all Children's Court magistrates, court staff and prosecutors on Active Case Management, including sensitisation on the negative impact that delays have on children.	KJA, PTI	Standing committee	200 magistrates, 400 court staff and 400 prosecutors trained by 2028

	Expedite justice for children through the use of alternative dispute resolution mechanisms, including diversion (see Strategic Area 4).	See Strategic Area 4		
	Conduct regular, planned service weeks for children's matters to reduce backlog.	Standing committee	JJA and partners	1 service month (Nov)/ year across all courts 2023-2028 (continuous)
Outcome 5.2 Prosecutors are child-friendly and skilled in handling children's cases				
5.2.1 Standardised induction and continuous capacity building and training for all prosecutors	Review and finalise Prosecution Training Institute (PTI) curriculum on handling children's cases to incorporate changes introduced by the Children Act, 2022 and a component on trauma informed care	PTI	Standing committee and partners	Curriculum finalised 2023
	Training and capacity building for all new prosecutors on handling children's cases as part of the PTI induction training.	PTI	Standing committee and partners	All new prosecutors trained 2023-2028 (continuous)
	Annual training and capacity building of all prosecutors on knowledge and skills needed for effective and child-friendly prosecution of children's cases.	PTI	Standing committee and partners	Annual training and capacity building each year 2023-2028
	Distribute the ODPP Child Prosecution Policy, Diversion Policy, Diversion Guidelines and Plea Bargaining Guidelines.	ODPP	Standing committee and partners	500 copies of the policies distributed 2024
5.2.2 Specialised Prosecutors Assigned to Children's Courts.	Scale up and expand the ODPP's Child Justice Unit and assign a specialist prosecutor to all Children's Courts.	ODPP	Standing committee	350 specialist prosecutors designated by 2028

	Develop an advanced, mandatory training course (including consideration of options for virtual or self-directed learning) for all prosecutors assigned to the Child Justice Unit and train a team of trainers from the PTI to deliver the course.	PTI	Standing committee	By 2025
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Outcome 5.3 Children are able to participate effectively in court proceedings and their best interest is at the centre of decision-making

5.3.1 Enhance child-friendly court proceedings for children in conflict with the law	Develop and implement guidelines on effective child participation	Judiciary	Standing Committee	By 2024
	Update the Children’s Court Practice Direction to incorporate the Children Act, 2022, and to provide more guidance on holding Preliminary Inquiries, how to actively engaging children in the court process, and guidelines for imposing orders on children found guilty of a crime.	Judiciary	Standing Committee	1 meeting 2024
	Train judges, judicial officers, judicial staff, Probation Officers, Children’s Officers and prosecutors on how to conduct a Preliminary Inquiry.	KJA, PTI	Standing Committee	200 judicial officers, 400 prosecutors and 1000 Pos and 200 Cos trained by 2028
	Ensure all Children’s Courts have a separate holding facility for children.	Judiciary	Standing Committee	127 magistrates’ courts have separate holding facilities for children by 2028

	Ensure that all children in conflict with the law have legal representation (see Outcome 4.1).	State Law Office (OAG) See Outcome 4.1		
	Improve the quality and timeliness of social inquiry reports presented to courts by providing adequate resources for officers to carry out social enquiries, enhancing application of assessment instruments to inform risk and needs classifications, and strengthening capacity of COs and POs on report writing.	PACS, DCS	Judiciary, ODPP, DCS	2023-2028 (continuous)
	Pilot a one stop Child Justice Centre with specialist police, probation officer and Children's Court under one roof.	Standing Committee	Judiciary, PACS, NPS, ODPP, UNICEF, ICS and development partners	2 Child Justice Centres by 2028
5.3.2 Review court practices to assist child victims and witnesses to give their best evidence	Expand the mandate of the Children's Court to include all crimes against children.	Judiciary	Standing Committee	Gazette notice by 2024
	Mandate pre-trial conferences in all child victim cases to set "ground rules" for how the child will be questioned.	Judiciary	Standing Committee	By end of 2025
	Update the Children's Court Practice Direction to provide magistrates with more guidance on pre-trial conferences and special measures to assist child victims/witnesses to give evidence, including children with special needs.	Judiciary	Standing Committee	Update approved by 2025

	Expand the number of ODPP offices with video-equipped child-friendly spaces to pre-record evidence.	ODPP	Standing committee	Video-equipped child-friendly spaces in 47 counties by 2028.
	Progressive implement testimony via video-link / video-conferencing as the preferred way for child victims and witnesses to give evidence in criminal proceedings	Judiciary	Standing committee	300 cases by 2028
	Equip all courts with screens or witness protection boxes that can be used to block the child's view of the perpetrator.	Judiciary	Standing committee	200 courts by 2028
	Designate and train intermediaries for all Children's Courts.	Judiciary	Standing Committee	500 intermediaries trained by 2028
	Incorporate training and capacity building on examining child victims/witnesses into the training for magistrates and prosecutors (as part of Outcome 5.1 and 5.2)	(See Outcome 5.1 and 5.2)		
	Develop and implement a training programme for defence lawyers on ethical and child-friendly cross-examination of child victims and witnesses	LSK	Standing Committee	Training manual completed by 2025
	Pilot pre-recording of children's evidence (examination, cross-examination and re-examination).	Judiciary	NCAJ, Standing Committee	300 cases pre-recorded by 2028
5.3.3 Strengthen best interest determinations in civil proceedings	Simplify the process of getting care and protection orders from the court.	Judiciary	DCS, PACS	

Update the Children's Court Practice Direction to provide more guidance on procedures for care and protection orders, making best interest determinations, and strategies for facilitating children's participation in family and other civil proceedings.	Judiciary	Standing Committee	Update approved by 2024
Develop a checklist and App to guide judicial officers in making best interest determinations.	Judiciary	Standing Committee	Checklist developed (offline and online) by 2024
Train and sensitise judges and judicial officers on alternative care options and minimising institutionalisation of children (as part of Outcome 5.1).	KJA (See Outcome 5.1)		
Mandate the appointment of a guardian ad litem	Judiciary, OCJ	Standing Committee	Guardian ad litem appointed in 300 cases by 2028

Strategic Area 6: Rehabilitation, Reintegration and Aftercare Services

Strategies	Key Activities	Lead Actor	Supporting Actors	Target / Timeframe
Outcome 6.1 Child Offenders subject to a supervised non-custodial order receive appropriate community supervision, rehabilitation and reintegration support				
6.1.1 Strengthen capacity of PACS, DCS and CCPOs to support children in conflict with the law	Expand the use of probation reporting centres.	PACS	Standing Committee	132 reporting centres opened by 2028
	Strengthen and expand the Community Probation Volunteer programme to enhance the supervision of child offenders.	PACS	Standing Committee	1000 CPVs trained and supporting supervision of children by 2025
	Develop supervision guidelines for children service non-custodial sentence and enforce the application of evidence-based practices in child offender supervision.	Standing Committee	PACS, DCS	By end of 2024
	Train Probation Officers, Children's Officers, Prison Officers and other caregivers on the Throughcare Guidelines.	Standing Committee	PACS, DCS, Through Care guidelines committee, and CCPO trainers	2000 POs, 1000 COs, and 2000 prison officers trained by 2028
	Develop and deliver specialised training for Probation Officers and COs on children in conflict with the law, with a focus on enhancing case management skills (including assessing the child's risks and needs and developing a tailored plan for their supervision and rehabilitation).	PACS, DCS, CCPO trainers	KJA, standing committee, DICT, Kenya Prisons Service, MoH	2000 POs trained by 2028

6.1.2 Community-based rehabilitation programmes responsive to children's needs	Strengthen the implementation of the Community Service Orders Programme.	PACS	Kenya Prisons Service, Development partners focused on CSO	2023-2028 (continuous)
	Develop guidelines on management of child violent extremism offenders.	Standing Committee	PACS, DCS, KPS	By end of 2025
	Incrementally increase the number of probation officers so that they are better able to provide high quality services to the police, courts, children and their families.	PACS	NCAJ	50% increase by 2028
	Introduce screening and assessment tools for children	Standing Committee	PACS, DCS, KPS, Judiciary	By end of 2024
	Conduct a mapping of existing community-based programmes and community-based work agencies with potential to support children in conflict with the law and develop a national directory of services.	PACS, DCS, KPS, NCCS	Standing committee, UNICEF, LRF, development partners	1 mapping exercise and 2 updates of the map 1 directory, updated regularly by 2025
	Develop holistic and responsive community-based rehabilitation programmes for child offenders that are area-specific and responsive to their needs, including the special needs of vulnerable child offenders.	PACS, DCS	Standing committee, UNICEF, LRF, development partners	By end of 2025

In partnership with CSOs, develop and implement cognitive behaviour change programmes that are responsive to the needs of child offenders, including specialised programmes addressing life skills, sexual offending, drug abuse and violent extremism.	PACS, DCS	Standing committee, partners	5 programmes developed and implemented by 2028
Strengthen partnerships with community leaders, CSOs, County Governments and the private sector to enhance the level of supervision and support available to children on probation and other non-custodial orders.	Standing committee	PACS, DCS, CCUCs, private sector	Improved community partnerships in 47 counties by 2028
Build the capacity of Probation Officers, DCS and KPS on assessment and treatment programmes for emerging crimes.	PACS, DCS, KPS	Standing Committee	2000 POs trained by 2028
Strengthen vocational training and job placements for children to empower them for their livelihood, including through enhanced private sector partnerships	PACS, DCS	CSOs, development partners, Standing committee, private sector	2023-2028 (continuous)
Annual national conference on rehabilitation and reintegration of children in conflict with the law.	NCAJ and Standing Committee	PACS, DCS	1 conference/year 2023-2028
Periodic evaluation of rehabilitation and reintegration programmes/ practices to inform reforms or scaling up.	NCAJ and Standing Committee	PACS, DCS	Annual evaluations 2023-2028

	Sensitise and build the capacity of family and community in the management of children offenders.	Standing Committee	DCS, PACS	2023-2028 (continuous)
Outcome 6.2: Developmental needs of children in institutions are met				
6.2.1 Separate facilities for child victim/ children in need of protection and children in conflict with the law	Review existing statutory institutions and develop a plan to restructure existing facilities to separate children in conflict with the law and child victims/ children in need of care and protection.	NCAJ, Standing Committee	DCS,PACS, Prisons, National Police service, Development Partners	Plan / Policy finalised by 2024
	Redesign all facilities caring for children in need of care and protection as open, residential care facilities.	DCS, PACS, Prisons	Standing Committee, COGs, Development Partners	Structural framework on child-friendly facilities by 2024
	Develop standards for children facilities	Standing Committee	DCS, PACS, Prisons	Standards approved by end of 2024
6.2.2 Improved conditions in and oversight of statutory institutions	Advocate for increased budgetary allocation for all statutory institutions.	DCS, PACS, Prisons	NCAJ, Standing Committee, Parliament-budget and appropriations committee and Labour committee	50% increase in budget by 2025
	Progressively renovate and refurbish statutory institutions to ensure that they are child friendly, modern and cater to all children in the justice system, including children with special needs.	DCS, PACS, Prisons, NPS	Standing Committee	6 probation hostels, all prisons holding children, remand homes, rehabilitation schools and CPUs refurbished 2023-2028

	Develop specialist training and capacity building for staff of statutory institutions and other relevant rehabilitation centres, and train a team of trainers to deliver the programme, including as part of the Prison Staff Training College programme.	DCS, PACS, Prison Staff Training College, CCPO trainers	Standing Committee, Development partners	TOT by 2025
	Train/ strengthen the capacities of caregivers and other authorised officers on the Through Care Guidelines and other relevant policies	DCS, PACS, CCPO trainers	Standing Committee, Development partners	2023-2028 (continuous)
	Strengthen inter-ministerial coordination with the Ministry of Health to ensure that children in statutory institutions have equal access to healthcare service.	NCAJ, MOH	Prisons, NPS, DCS, PACS, Standing committee	Sign MOUs on roles of MOH and other agencies by 2024
	Implement regular inspections to ensure compliance with the Monitoring, Supervision and Inspection Guideline for Holding Facilities.	NCAJ, Standing Committee	Prisons, NPS, DCS, PACS, USDOJ, IDLO, UNICEF	Annual inspections 2023-2028
6.2.3 Strengthen education and evidence-based rehabilitation programmes for children subject to a custodial order	Strengthen inter-ministerial coordination with the Ministry of Education to ensure that children in statutory institutions have equal access to primary and secondary education, including allocation of adequate number of teachers and teaching and learning materials.	DCS, PACS, Prisons, Ministry of Education	NCAJ, Standing Committee	Policy Directive by 2024

Strengthen programmes for children in institutions in line with the DCS Blueprint for Rehabilitation and Social Reintegration Programmes for Children in Conflict with the Law, including programmes targeting life skills, sexual offending, drug abuse and radical violent extremism.	DCS, PACS, Prisons	Standing committee, NCAJ, MOH, Rehabilitation program CSOs, and Development partners	Checklist on programmes to be strengthened; 2023-2028 (continuous)
Review and modernize rehabilitation programmes in the YCTC, Borstal Institutions and Probation Hostels (including skills enhancement programmes) to match current needs.	Prisons, PACS	DCS NCAJ, Rehabilitation program CSOs, FBOs, NGOs, Faraja, Clean start, LRF, Justice Defenders ,RWL	50 % of programmes reviewed and updated by 2027
Improve vocational training opportunities in institutions to be better aligned with market needs.	DCS, PACS, Prisons	NCAJ, Rehabilitation program CSOs, FBOs, NGOs, Faraja, Clean start, LRF, Justice Defenders ,RWL	50% of vocational training programmes improved by 2027
Issue guidance to better institutionalise the practice of allowing children to leave institutions to attend school and other vocational training or rehabilitation programmes in the community.	NCAJ, Standing Committee	DCS, PACS, Prisons	Policy issued by 2024

6.2.4 Protection for children accompanying their mothers in prisons and statutory institutions	Finalise and gazette care guidelines for children accompanying their mothers in prison.	Ministry of Interior and Coordination of National Government	Prisons, NCAJ, DCS	Gazette notice issued by 2024
	All prisons and statutory institutions to maintain a register of children accompanying their mothers and to file a P&C form in court for all children born in or accompanying their mothers, and children left behind.	Prisons, Judiciary DCS, PACS	Standing Committee, NCAJ	Register in all female prisons and statutory institutions by 2024
	Adequate budgetary allocation for children accompanying their mothers in prisons and statutory institutions.	Prisons, DCS, PACS	Relevant parliamentary committee	50 % budgetary increment, by 2024/ 2025 financial year
	Establish separate prison wings for mothers and their children, with an appropriate child-friendly environment.	Prisons	DCS, development partners	Separate wing in all female prisons by 2028
	Develop guidelines on reintegration and alternative care placement for children over the age to remain with their mothers, including guidance on reintegration planning and promoting bonding between the child and their caregiver before release.	Prisons, DCS, PACS	Standing Committee, NCAJ	Guidelines issued by 2025
	Amend visitation rules for prisons and statutory institutions to allow more visits between mothers and their children to maintain parental bonds.	Prisons, DCS, PACS	Standing Committee	Rules amended by 2025

	Incorporate a module on supporting imprisoned mothers with children into the Prison Staff Training College curriculum.	Prisons, CCPO	Prison Staff Training College DCS	Module finalised and approved by 2025
	Sensitise judicial officers on pre-trial release of and using non-custodial sentences for mothers and pregnant women.	Judiciary, KJA	OCJ, NCAJ, Standing Committee	500 judicial officers trained by 2028
	Review and amend the Prisons Act	Standing Committee	All justice actors	By 2028
Outcome 6.3 Improved after-care for children leaving institutions				
6.3.1 Improve pre-release planning and preparation	Standardise the practice of using family conferencing for pre-release planning and preparation	PACS, DCS	Standing Committee	By 2025
	Allocate adequate resources to facilitate escorting of children to their homes and for the re-entry meetings to take place.	PACS, DCS	Relevant Parliamentary committee, Standing Committee	60% budgetary increase by 2025
6.3.2 Strengthen after-care supervision and support	Clarify and strengthen the mandate of PACS to oversee reintegration and after care of children in conflict with the law.	PACS, DCS	Standing Committee, NCAJ	Policy directive by 2025
	Conduct a baseline survey on reintegration and resettlement of child offenders.	PACS	Standing Committee, partners	By 2026
	Develop guidelines for the effective reintegration of children in conflict with the law back to the community, using the community focus approach (CARE model)	PACS, DCS	Standing Committee, NCAJ	Guidelines developed and approved by 2025

Develop a PACS aftercare policy for child offenders and revise and implement after-care programmes for child offenders.	PACS	Standing Committee, NCAJ, DCS	By 2026
Train probation officers in after care services for children, including case management, supervision, guidance, and counselling.	PACS, DCS	Standing committee, NCAJ, CCPO trainers, Psychologists, MOH.	2000 probation officers trained by 2028
Establish and operationalise Probation and Aftercare Halfway Houses for children.	PACS, NCCS	Standing Committee, partners	By 2027
Strengthen private sector and community partnerships with agencies and individual who can provide community-based support to facilitate children's reintegration.	PACS, DCS	Standing committee, NCAJ, Rehabilitation program CSOs, Development partners	30 MOUs with community organisations by 2028

Strategic Area 7: Coordination and Information Management

Strategies	Key Activities	Lead Actor	Supporting Actors	Target / Timeframe
Outcome 7.1 Enhanced sector-wide coordination at the national and sub-national levels				
7.1.1 Strengthen the Standing Committee on Administration of Justice for Children	Establish a secretariat for the Standing Committee.	NCAJ		By 2023
	Prepare annual workplans for the Standing Committee setting out priorities.	Standing Committee	All justice actors	2023-2028 (continuous)
	Ensure adequate budgetary allocation for the work of the Standing Committee.	NCAJ		2023-2028 (continuous)
	Quarterly meetings of the Standing Committee and bi-annual meetings with the wider justice sector.	Standing Committee	All justice actors	2023-2028 (continuous)
	Strengthen reporting mechanisms between the CCUs/CCUCs and the Standing Committee.	Standing Committee	CCUCs	
	Submit quarterly reports on the child justice system to NCAJ.	Standing Committee	All justice actors, CCUCs	2023-2028 (continuous)
	Prepare annual status reports on the administration of justice for children.	Standing Committee	All justice actors, CCUCs	2023-2028 (continuous)
7.1.2 Further empower Children's Court User Committees to undertake their coordination mandate	Progressively expand the number of specialised CCUCs to all counties (in line with the expansion of specialised Children's Courts).	Standing committee, NCAJ- National CUC Committee	UNICEF, USDOJ, IDLO, LRF, FIDA	2 CCUCs/ year 2023-2028

	Sensitise CCUCs on the CCCUC Guidelines and build capacity of CCUC members on their mandates and operations	Standing committee, NCAJ- National CUC Committee	UNICEF, USDOJ, IDLO, LRF, FIDA	500 CCUC members trained by 2028
	CCUCs to develop and maintain updated service provider directors	Standing Committee, CCUCs	All justice actors	2023-2028 (continuous)
	Ensure adequate budgetary allocation and equipment for the work of the CCUCs	NCAJ	Standing Committee	2023-2028 (continuous)
	Annual CCUC membership retreat and policy engagement conference.	Standing Committee, NCAJ		1 retreat each year 2023-2028
	Thematic biannual CCUC trainings.	Standing Committee, NCAJ		2023-2028
	Exchange visits amongst CCUCs.	Standing Committee		4 exchange visits/ year 2023-2028
7.1.3 Continuous inter-agency training	Review and update the CCPO curriculum to incorporate the Children Act, 2022 and a module on trauma informed care	Standing Committee, NCAJ	All justice actors	Curriculum updated by early 2024
	Implement the Policy on Mandatory Continuous Professional Development for Child Care and Protection Officers (CCPOs)	Standing Committee, NCAJ	All justice actors	2023-2028 (continuous)

Establish a repository for training materials and harmonise training programmes for all agencies engaged in the administration of child justice.	Standing Committee	All justice actors	Training materials harmonised by 2024
Integrate regular and continuous CCPO training into the budget of the KJA.	KJA		By 2024
Establish an implementation and review committee to review the continuous professional development curriculum every five years and address emerging issues.	Standing Committee	All justice actors	Committee established 2024

Outcome 7.2: Improved Information Management and Research

7.2.1 Integrated database on children in the justice system	Take stock of ongoing initiatives to strengthen justice sector information management and develop a plan for implementing an integrated information management system for children in the justice system.	NCAJ, Standing Committee	All justice actors	By 2024
	Develop and implement a policy and protocol on collection and sharing of data on children in the justice system that safeguards children's privacy.	NCAJ, Standing Committee	All justice actors	By 2024

7.2.2 Research and evidence-based policy development	Develop special data collection tools for the police, ODPP, Judiciary, Prisons, PACS and DCS to capture vital information relating to children's matters, ensuring standardised data categories and codes used by all justice agencies.	Standing Committee	All justice actors	By 2024
	Training and capacity building on data management	Standing Committee	All justice actors	2023-2028
	Institute periodic analysis and publication of data on children in the justice system.	Standing Committee	All justice actors	Annual reports 2023-2028
	Conduct a review to identify key evidence gaps in relation to child justice and develop a multi-year research plan.	Standing Committee	All justice actors	By beginning 2023
	Develop and implement a multi-year research plan to address the evidence gaps.	Standing Committee	All justice actors	3 research reports/ year 2023-2028.
	Develop and continuously update a compendium of research on child and youth offenders to inform practice	Standing Committee	All justice actors	2023-2028 (continuous)
	Build and maintain a repository of best practices in the administration of justice for children	Standing Committee	All justice actors	2023-2028 (continuous)
	Periodic conferences on thematic issues related to the administration of justice for children	Standing Committee	All justice actors	3 conferences/ year 2023-2028

A2. M&E Framework

Strategic Area 1: More Preventive Child Justice System

Outcomes / Strategies	Key Performance Indicator	Target	Means of Verification	Source of Information
Outcome 1.1: Comprehensive social support system for all vulnerable children	# vulnerable families receiving cash transfers	1,800,000 by 2028	Cash Transfer database	DSD/ DCS
1.1.1 Enhance parental capacity and responsibility	# parents and caregivers reached through parenting programmes	15,000 by 2028	DSD Registry, activity reports	DCS
	# parents and caregivers who demonstrate knowledge on positive parenting		DSD Registry, workshop and training reports	DSD / DCS
1.1.2 Strengthen community capacity to protect children	# counties where awareness sessions on child justice issues have been carried out	47 (one per county) by 2028	Quarterly Progress Reports	DCS, CCUCs, NPS (community policing)
Outcome 1.2 Targeted prevention programmes	# children participating in a targeted crime prevention programmes	1000 by 2028	Mid-term and final evaluation report	DCS, PACS, AACs, CCUCs
1.2.1 Evidence-based crime prevention programmes	# counties with targeted crime prevention programmes	47 counties by 2025	Quarterly Progress Reports	DCS, PACS, AACs, CCUCs
1.2.3 Strengthen protection of children from online abuse, violent extremism, and other emerging risks	NPA on Online Protection # counties with plans to counter violent extremism	By 2024 47 counties by 2028	Endorsed policy Quarterly Progress Reports	NPS

Strategic Area 2: Alternative Justice Systems, Diversion and Alternative Dispute Resolution

Outcomes / Strategies	Indicator	Target	Means of Verification	Source of Information
Outcome 2.1: AJS used as a forum of first instance in appropriate children's cases	% of children's cases resolved through AJS	50 %	Integrated database on children in the justice system	All justice actors' data
2.1.1 Role of AJS in children's cases clearly defined	AJS for children policy and guidelines developed and distributed	By 2024	Enacted Policy and Guidelines	Standing Committee
2.1.2 Enhance capacity of community-based AJS practitioners to handle children's cases	# counties with trained, community-based AJS practitioners	47	Training reports	NCAJ, National AJS Committee,
Outcome 2.2: Children in conflict with the law are diverted	% of children in conflict with the law diverted pre-trial by ODPP or courts	60%	Integrated database on children in the justice system	Data from Judiciary & ODPP
2.2.1 Develop an inter-agency framework for implementation of diversion	Diversion implementation framework developed	By mid-2024	Approved diversion implementation framework	NCAJ Standing Committee on Administration of Child Justice
2.2.2 Strengthen early assessment and decision-making about diversion	% of children assessed for diversion	100 %	Integrated database on children in the justice system	ODPP
	% of children diverted by ODPP or by the court at Preliminary Inquiry	60%	Integrated database on children in the justice system	ODPP, Judiciary
2.2.3 Strengthen programmes for children who have been diverted	# counties with accredited diversion programmes	47	Quarterly Progress Reports	ACCs, CCUCs, counties
	% of children diverted participating in a diversion programme	100 %	Integrated database on children in the justice system	DCS, PACS, ODPP
Outcome 2.3: Child-centred mediation of family and other civil matters affecting children	% of P&C cases and family matters involving children that are resolved through ADR	80 %	Integrated database on children in the justice system	Judiciary
	% of children who indicate that they were able to actively participate in the mediation / ADR	80%	Integrated database on children in the justice system, Feedback forms	Judiciary
2.3.1 Strengthen the use of child-centred and child-inclusive mediation in family matters.	# court-annexed mediators trained and accredited in CCM/ CIM	100 mediators trained on child rights cases	Training reports	Judiciary
2.3.2 Family group decision-making in care and protection cases.	% P&C cases resolved through Family Conference	60%	CPIMS	DCS

Strategic Area 3: Child-Friendly Law Enforcement Response

Outcomes / Strategies	Indicator	Target	Means of Verification	Source of Information
Outcome 3.1 Law enforcement officers are child-friendly and skilled in handling children's cases	% of children in contact with the law whose case was handled by a specialised police officer	100%	Integrated database on children in the justice system	NPS
	# of children in police custody not separated from adults	0	Integrated database on children in the justice system	NPS
	% of children who say the police were child-friendly	100%	Feedback forms, group discussions with children	NPS
3.1.1 Standardised induction and continuous training for police.	# police trained	300	Training manuals and training reports	NPs, Police Training Academies
3.1.2. Amend NPS Standing Orders to include establishment of a specialised police unit for children within the police structure	% police stations with a specialised police unit established	100%	Quarterly Progress Reports	NPS
Outcome 3.2 Children in conflict with the law have their rights upheld during apprehension and investigation	% children in conflict with the law interviewed with a parent, lawyer or other supportive adult present.	100%	Integrated database on children in the justice system Feedback forms	NPS
	% of children in conflict with the law expressing positive view of how they were treated by the police.	100%	Feedback form, group discussions with children	NPS
3.2.1 Update and enforce standard operating procedures on handling children in conflict with the law	Standing Orders and SOPs updated		Approved Standing Orders & SOPs	
3.2.2 Reduce the number of children held police custody	% apprehended children in conflict with the law held in police custody	50%	Integrated database on children in the justice system	NPS
3.2.3 Establish specialised holding facilities for children	% police stations with CPUs / separate holding facilities	100%	Quarterly Progress Quarterly Progress Reports	NPS

Outcome 3.3 Effective and child-friendly investigation of crimes against children and children in need of care and protection	% increase in reported crimes against children brought to trial	70%	Integrated database on children in the justice system	NPS
	% child victims expressing positive view of how they were treated by the police.	100%	Feedback form, group discussions with children	NPS
3.3.1 Strengthen AHTCPU capacity to provide specialist response to serious cases of CSEA	# designated and trained AHTCPU officers	200	Training reports	NPS
3.3.2 Improve police capacity to conduct effective and child-friendly interviews of child victims	Interview protocol develop	By 2024	Approved protocol	NPS
	# police trained in child interview skills	300	Training reports	NPS
	# police stations with video-recording equipment	TBD	Police station audit report	NPS
3.3.3 Rights-based response to children in need of care and protection	# children held in police custody for status offences or P&C reasons	0	Integrated database on children in the justice system	NPS
	% of child victims and children in need of protection referred by police to DCS for follow-up support	100%	Child Protection Information Management System (CPIMS)	NPS/DCS

Strategic Area 4: Support and Protection for Children throughout the Justice Process

Outcomes / Strategies	Indicator	Target	Means of Verification	Source of Information
Outcome 4.1 Children have Access to Child-friendly Legal Aid	% of children in conflict with the law with legal representation	100%	Integrated database on children in the justice system	NLAS
	% children in contact with the law receiving legal aid	100%	Integrated database on children in the justice system	NLAS
	% children satisfied with the legal representation they received.	80%	Feedback forms, group discussions with children	
	% of children in the justice system with special needs who are supported	100%	Integrated database on children in the justice system	DCS, PACS
4.1.1 Support and strengthen NLAS operationalization	Plan to enhance access to legal aid for children developed	By 2024	Endorsed plan	LSK/NLAS
	% increase in budget allocation for legal aid	50% by 2028	Budgetary allocation	NLAS, Treasury
4.1.2 Mobilise and incentivise advocates to take up children's cases	# pro bono advocates providing legal aid to children	500 annually	Court lists of trained pro bono advocate	LSK/NLAS
4.1.3 Continuous, specialised training and capacity building for advocates and paralegals	# advocates and paralegals (including human rights defenders, NGAOs, CSOs) trained	500 annually	Training reports	LSK/NLAS
4.1.4 Child-friendly information for children on their rights.	Child-friendly IEC materials developed	By 2024	Quarterly Progress Reports	Judiciary, LKS, NLAS, NGAO,
	# of dissemination initiatives on children's right in the justice system	2,000 annually	Quarterly Progress Reports	Human Rights Defenders, other State and non-State actors

Outcome 4.2: Improved referral, psycho-social support and other support services for children	% children in contact with the law provided with medical, psychological, social or other assistance.	100 %	CPIMS / Integrated database on children in the justice system	DCS
	% of children in contact with the law from vulnerable groups ¹⁰ whose special needs are met	100%		
	% increase in budgetary allocation for DCS	50%	Budgetary allocation	DCS
	% increase in the number of COs	50%	Quarterly Progress Reports	DCS
4.2.1. Integrated, multi-disciplinary response to serious crimes of violence against children	# multi-disciplinary teams established	2 by 2028	Quarterly Progress Reports	NPS, DCS
	# inter-agency MOUs developed	4 by 2028	Quarterly Progress Reports	NPS, DCS
	# policare and other one stop child friendly models established	2 models by 2028	Quarterly Progress Reports	NPS, DCS
4.2.1 Strengthen collaboration and referrals between the justice agencies and child protections service providers	% police stations and courts with updated directory of service providers	100%	Quarterly Progress Reports	NPS
	% of specialised police units for children with COs (or authorised officer) deployed	100%	Quarterly Progress Reports	NPS, DCS
	% implementation of CTiP National Plan of Action 2021-2026	100%	Quarterly Progress Reports	CTiP secretariat
	% Implementation of the recommendations of the Intersex Taskforce Report	100%	Quarterly Progress Reports	KNCHR
	% Implementation of mental health taskforce report	100%	Quarterly Progress Reports	Mental Health Task Force
4.2.2 Enhanced Witness Support Services for all Child Victims/Witnesses	% of child victims assigned a trained victim/witness supporter	40 %	Integrated database on children in the justice system	WSA

10 This includes children with disabilities, intersex children, children on the move, children in street situations, and children from marginalised communities.

Outcome 4.3: Strengthened community-based alternatives to remand, reduction in the number of children remanded in custody, and improved conditions for those who are on remand	% reduction in the # of children remanded in custody	50 %	Integrated database on children in the justice system	Judiciary
	% of children supported by community-based alternatives to remand	70 %	Integrated database on children in the justice system	Judiciary, PACS, DCS
	Average duration of pre-trial detention / committal	6 months	Integrated database on children in the justice system	Judiciary
4.3.1 Strengthen community-based alternatives for release, supervision and provision of support service to children on conflict with the law	% children released pending trial without cash bail	50%	Integrated database on children in the justice system	Judiciary
	# of counties adopting community-based alternatives to remand	47 counties	Quarterly Progress reports	CCUCs, PACS, DCS
	# of state and non- state officers sensitized/ trained on community- based alternatives to remand	500	Quarterly Progress reports, training reports	CCUCs, PACS, DCS
4.3.2 Ensure developmental needs of children on remand are met	% of remand facilities that meet minimum standards.	100%	Inspection reports	
	% increase in budgetary allocation for remand facilities	70%	Budgetary allocation	DCS
	% children in remand facilities indicating that they are satisfied with their care and treatment	80%	Group discussions with children	DCS, PACS, Prisons, CCUCs

Strategic Area 5: Child-friendly and Expeditious Court Proceedings

Outcomes / Strategies	Indicator	Target	Means of Verification	Source of Information
Outcome 5.1 Specialised Children's Courts staffed by specialised judges, judicial officers and judicial staff	% of children before the courts tried by a specialised Children's Court	100%	Integrated database on children in the justice system	Judiciary
	% of children appearing before the courts who say the court was child-friendly	100%	Feedback forms, group discussions with children	Judiciary
5.1.1 Standardised induction and continuous training and capacity building for all judges, judicial officers and judicial staff	# Judges, judicial officers and judicial staff trained in handling children's matters	700	Training reports	KJA
5.1.2 Progressively establish more specialised Children's Courts	# Children's Courts established	314	Quarterly Progress Reports	Judiciary
	Policy on appointment, training and deployment of specialised Children's Magistrates approved	1	Validation report, policy document	Judiciary
	# Magistrates trained and deployed to Children's Courts	350	Gazettement	Judiciary
	# Children's Court Magistrates and judicial staff receiving advanced training	350	Training reports	KJA
5.1.3 Enhance court administration and case management	% Court stations with Children's Registry	100%	Quarterly Progress Reports	Judiciary
	% of children's cases disposed of within 6 months	100%	Integrated database on children in the justice system	Judiciary
Outcome 5.2 Prosecutors are child-friendly and skilled in handling children's cases	% of children in contact with the law whose case was handled by a specialised prosecutor	100 %	Quarterly Progress Reports	ODPP
	% of children in contact with the law who say the prosecutor was child-friendly	100%	Feedback forms, group discussions with children	ODPP

5.2.1 Standardised induction and continuous capacity building training for prosecutors	% prosecutors trained	100%	Training Reports	ODPP, PTI
5.2.2 Specialised Prosecutors Assigned to Children's Courts.	# specialist prosecutors designated and trained	350	Quarterly progress reports, Training Reports	ODPP, PTI
Outcome 5.3 Children are able to participate effectively in court proceedings and their best interest is at the centre of decision-making	% of children before the courts who say they were able to participate effectively	100%	Feedback forms, group discussions with children	Judiciary
5.3.1 Enhance child-friendly court proceedings for children in conflict with the law	% Courts with separate holding facilities for children	100 %	Quarterly progress reports	Judiciary
	% of children found guilty by the Court who are placed on non-custodial measure	50%	Integrated database on children in the justice system	Judiciary
	% children in conflict with the law who say court proceedings were child-friendly	90%	Feedback forms	Judiciary
5.3.2 Review court practices to assist child victims and witnesses to give their best evidence	% cases involving crimes against children completed within 6 months.	100%	Integrated database on children in the justice system	
	% child victim cases where special measures were used (screen, video-link, intermediary, etc)	100%	Integrated database on children in the justice system	Judiciary
	% child victims who say court proceedings were child-friendly	100%	Feedback forms, group discussions with children	Judiciary
5.3.2 Strengthen best interest determinations in civil proceedings	Checklist on best interest determinations developed	By 2023	Approved checklist	Judiciary
	% family/ civil court cases involving children in which the child concerned was heard (directly or through representative).	100%	JJMIS	Judiciary

Strategic Area 6: Rehabilitation, Reintegration and Aftercare Services

Outcomes / Strategies	Indicator	Target	Means of Verification	Source of Information
Outcome 6.1 Child offenders subject to a supervised non-custodial order receive appropriate community supervision and rehabilitation support	% of child offenders with a comprehensive rehabilitation plan	100%	JJMIS	PACS, DCS
6.1.1 Strengthen capacity of PACS and DCS to support children in conflict with the law	# POs and COs trained	2000 POs and 2000 Cos	Training reports	PACS, DCS
	% increase in POs and COs	50%	Quarterly Progress Reports	PACS, DCS
6.1.2 Community-based rehabilitation programmes responsive to children's needs	# Counties with rehabilitation programmes for children in conflict with the law	47	Quarterly Progress Reports	AACs, CCUCs
Outcome 6.2: Developmental needs of children in institutions are met	% of statutory institutions that fully meet standards	100%	Inspection reports	DCS, PACS, Prisons
	% children in statutory institutions satisfied with their care	100%	Feedback survey, group discussions with children	DCS, PACs, Prisons
	% increase in budget for statutory institutions	60% by 2025	Agency budgets, Quarterly Progress Reports	DCS, PACs, Prisons
6.2.1 Separate facilities for child victim / children in need of protection and children in conflict with the law	# Children in need of protection detained with children in conflict with the law	0	Inspection reports	DCS, PACs

6.2.2 Improved conditions in and oversight of statutory institutions	# renovated / refurbished institutions	6 probation hostels, all prison facilities holding children, remand homes, rehabilitation schools & CPUs	Inspection reports, Quarterly Progress Reports	DCS, Prisons, PACS
	# Institution inspections carried out/year	Annual inspection of all institutions	Inspection reports, Quarterly Progress Reports	DCS, Prisons, PACS
6.2.3 Strengthen evidence-based rehabilitation programmes for children subject to a custodial order	% Children in statutory institutions (excluding children on remand) enrolled primary or secondary education	100%	Quarterly Progress Reports	DCS, Prisons, PACS
	% Children in SIs participating in targeted rehabilitation programmes	100%	Quarterly Progress Reports	DCS, Prisons, PACS
6.2.4 Protection for children accompanying their mothers in prisons and statutory institutions	% Prisons and SIs with a register of children accompanying their mothers	100%	Register	
	% women's prisons with a separate wing for mothers and their babies	100%	Inspection reports	Prisons
	% of children accompanying their mothers who have a P&C file and reintegration plan	100%	CPIMS	Prisons, DCS

Strategic Area 7: Coordination and Information Management

Outcomes / Strategies	Indicator	Target	Means of Verification	Source of Information
Outcome 7.1 Enhanced sector-wide coordination at the national and sub-national levels	% justice stakeholders who agree that there is effective inter-agency coordination	100%	Justice stakeholder survey	Mid-term and final evaluation
7.1.1 Strengthen Standing Committee on Administration of Justice for Children	Standing Committee Annual Plans developed	Annually	Annual Plan	Standing Committees
	Quarterly meetings held	4 meetings/year	Meeting Reports	Standing Committees
	Annual reports on administration of justice	One /year	Annual Status Report submitted to NCAJ	Standing Committees
7.1.2 Further empower Children's Court User Committees to undertaken their coordination mandate	# new CCUCs established	2/year	Quarterly Progress Reports	Standing Committee
	% CCUCs receiving training	100%	Training reports	Standing Committee
7.1.3 Continuous inter-agency training and capacity building	# inter-agency CCPO training sessions/ year	4/ year	Training reports	KJA
Outcome 7.2: Improved Information Management and Research				
7.2.1 Integrated database on children in the justice system	Database operationalised	Nationwide by 2027	Database, activity reports	Standing Committee
7.2.2 Research and evidence-based policy development	# research reports on child justice issues	3	Published reports	Standing Committee



NATIONAL COUNCIL ON THE ADMINISTRATION OF JUSTICE

NATIONAL STRATEGY ON JUSTICE FOR CHILDREN

2023 - 2028



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