

# Terminal Evaluation

## Latin America and the Caribbean

### 1. Outline of the Project

**Country:**

Republic of Costa Rica

**Project title:**

Improvement of Prison Condition and Correctional Program

**Issue/Sector:**

Others

**Cooperation scheme:**

Third-country training program

**Division in charge:**

Central America and the Caribbean Division, Regional  
Department III (Latin America and the Caribbean)

**Total cost:**

31.08 million yen  
Cost/Participant: 389,000 yen (US\$ 3,531.98)  
Investment Ratio by Japanese Side: approximately 75%

**Period of Cooperation**

(R/D): FY 1999 - 2003  
(Extension):  
(F/U) :  
(E/N)(Grant Aid):

**Partner Country's Implementing Organization:**

United Nations Latin American Institute for Crime Prevention  
and Treatment of Offenders (ILANUDO)

**Supporting Organization in Japan:**

United Nations Asia and Far East Institute for the Prevention  
of Crime and the Treatment of Offenders (UNAFEI)

**Related Cooperation:**

Third-country training program: "Prevention for the Drug Crime" (1988 - 1997)

### 1-1 Background of the Project

In the Latin American countries, the number of prisoners has increased and has far exceeded the capacity of the prisons at all times. Therefore the condition of prisons has been worsened, and many problems have occurred such that social anxiety has grown. Under these circumstances, the government of the Republic of Costa Rica requested the government of Japan for the Training under the purpose of developing the concrete methods to improve the condition of prisons, to correct and to rehabilitate the criminals in prisons, which are the common problems among Latin American countries, making the concerned department of United Nations Latin American Institute for Crime Prevention and Treatment of Offenders (ILANUDO) as the implementing organization.

### 1-2 Project Overview

#### (1) Overall Goal

Prisoners' conditions are improved in Latin American countries while correctional programs and the release into the society of prisoners are promoted.

#### (2) Project Purpose

Participants are expected to acquire knowledge and measure to make programs for the improvement of the condition of prisons and practical correctional programs along with the conditions in each country.

#### (3) Outputs

- 1) To acquire the knowledge for an international system, methods and successful examples regarding the treatment of prisoners.
- 2) To deepen their understanding and knowledge on the actual situation and problems of prisoners, and the measure to solve these problems in each country.

3) To acquire practical and effective methods to solve these problems, and the knowledge and methods to make action plans relevant to the conditions in each country.

#### (4) Inputs

Japanese side:

Short-term Experts	8	Local Cost	31.08 million yen
Trainees received	80		
		Total cost:	31.08 Million Yen

Costa Rica's Side:

Local Cost 70,639 US dollar (7.77 million yen)

## 2. Evaluation Team

**Members of Evaluation Team** JICA Costa Rica Office  
(Commissioned to: Lala Eduarte Consultant)

**Period of Evaluation** 16 January 2004 - 31 March 2003  
**Type of Evaluation:** Terminal Evaluation

## 3. Results of Evaluation

### 3-1 Project Performance

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For four years from 1999 to 2002, eighty participants in total from sixteen Central and South America and Caribbean countries have participated in the training.

### 3-2 Summary of Evaluation Results

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#### (1) Relevance

The purpose of the training was set based on the common problems in the Latin American region and contributed to the good-governance in the region. Therefore, the training was planned with relevancy. It was relevant to select Costa Rica as a pilot country to hold the training in the region, because Costa Rica is comparatively well organized for governance and social infrastructure as a democratic country.

#### (2) Effectiveness

Through the discussions on the examples of the Asian countries, the participants studied the measures suited to the actual conditions in respective countries in the beneficiary region, and their understanding on the specific knowledge and methods to deal with their own conditions was promoted. The result of the questionnaire at the end of the training program also showed the fact that the most participants acquired a good understanding on the contents of the program. Therefore, the training is evaluated to be effective.

#### (3) Efficiency

Because the ILANUDO budget for the training is allocated to each training, there are few permanent lecturers at ILANUDO and so many of the lecturers are commissioned from outside the institute (e.g. out of Costa Rica). Although those commissioned lecturers helped promote the understanding on other countries' experiences, the portion of expenses for those lecturers was huge. It is necessary to work on the efficient utilization of the budget.

#### (4) Impact

Because the number of prisoners interned in the prisons in participating countries is far beyond the capacity at all times, it is realistically very difficult to conduct effective correctional programs. However, more than 80% of the ex-participants answered that the training program was very much useful and effective for their own works in the respective countries.

It was a very important achievement for the utilization of know-how in the region, that the human network was established led by ILUNUDO. According to the result of the questionnaire at the end of the training program, more than 80% of the participants were satisfied with the program. The purpose of the training was achieved to the full extent.

#### (5) Sustainability

According to the questionnaire, it was indicated that most participants were making efforts to transfer their knowledge that they had acquired through the training to other personnel through seminars and meetings in the respective countries. Therefore, the improvement of the problems in each participating country seemed to be promoted.

ILUNUD is expected to play the role as a coordinator of the human network, which was established through the training in the region. However, it seems that it is very difficult to organize the training independently without any financial support since the budget of ILUNUD is very small.

### **3-3 Factors that Promoted Realization of Effects**

#### (1) Factors Concerning the Planning

By comparing and considering the situations in each participating country with those of Asian countries, the participants could deepen their understanding through discussions on the practical measures to realize the effective method in order to deal with the conditions in the respective countries. Therefore the contents of the training were made even more practical and effective.

#### (2) Factors concerning the Implementation Process

It contributed to the effectiveness of the training program that lecturers were from seven different countries including Japan. The participants were able to deepen the knowledge and understanding about situations, problems, and measures in other countries.

### **3-4 Factors that Impeded Realization of Effects**

#### (1) Factors Concerning the Planning

The effective measures for the problems of exceeding numbers of interns at prisons in the region are related with the whole judiciary system including the prosecution, court trials and the treatment of the prisoners. However, the judiciary systems in the beneficiary region are immature and it is very difficult to solve the problems.

#### (2) Factors concerning the Implementation Process

It was inconvenient that the location where the course was conducted was far from the center of the capital. It took time for the ILUNUDO and JICA office to communicate and to monitor the implementation of the training.

### **3-5 Conclusion**

The purpose was almost achieved since the participants acquired the knowledge and understanding about situations and measures in other countries. Moreover, the participants learned the methods of making the action plan in line with the conditions in their own countries.

### **3-6 Recommendations**

This training was a precious opportunity for the participants (about 20 participants every year) and the lecturers from different countries to deepen the knowledge and understanding on common problems that they shared. In addition, there was a fruitful result that the human network in the region was established through the training. In the answers to the questionnaire, many participants mentioned that they expected to continue sharing their experiences even after the completion of the training. Therefore the ownership and sustainability of ILUNUDO as a coordinating organization in the future are expected.

### **3-7 Lessons Learned**

It was helpful to promote the understanding on the situations in other countries and to have lecturers from other countries. As most of the lecturers of the training were from foreign countries, the coordinator's role was very important in clarifying the training purposes and results. The costs to invite lecturers from outside the country are significantly high, so it is necessary to consider the effective utilization of the budget.

### **3-8 Follow-up Situation**

After the five-year training period, ILUNUDO now mainly organizes activities independently. Therefore there is no particular plan to implement follow-up training. However, the government of Costa Rica has submitted the application document for a Third-country Training Program, "The Improvement of the Judiciary System", appointing ILUNUDO as the implementing organization.