

THE SOCIAL AND ECONOMIC CONTRIBUTIONS OF THE UNITED NATIONS  
SYSTEM IN KENYA

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## DECLARATION

This project is my original work and has not been submitted for a degree to any other university

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## DEDICATION

In Memory of My Loving Father  
Allan Wamocho Lusenaka  
“The Fountain of Inspiration”

&

To My Mother  
Joyce Naliaka Lusenaka  
For words of encouragement  
“Take One More Step.”

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The form and content of this project are the responsibility of the researcher, and the views expressed are not necessarily those of the Institute or the Organisation.

## ABSTRACT

This project examines the social and economic contributions of the UN system in Kenya since independence. The focus of the study is on the agency specific contributions towards social and economic development. These contributions have been handled under three broad categories of the UN system in Kenya, that is, the UN Development Group, other UN Funds and Programmes, and the UN Specialised agencies in Kenya.

The UNDP, which is the operational arm of the UN to serve the interests of the entire system, is examined in detail in an attempt to determine the link between development theory and experience to its practice in Kenya. This study builds on the premise that there should exist a systematic and comprehensive documentation of the UN practice in Kenya.

The following were the study objectives: (1) to identify the UN system in Kenya's contribution to social and economic development since independence, (2) to investigate the extent to which development theory informs the practice of the UNDP in Kenya and, (3) to assess the extent to which experience has informed the practice of the UNDP in Kenya towards social and economic development since independence.

The UN agencies in Kenya play an important role in promoting social and economic development of the country with the UN Development Group being the lead category in the fulfilment of the UN mission in Kenya. This mission is to improve the quality of life and well being of the population by reducing poverty, with particular focus on the most vulnerable groups and regions, and the progressive fulfilment of rights for women and children.

The analysis of the UNDP projects and programmes reveals the fact that its practice has most a times been informed by the existing development theories in a particular era. On the other hand, the UNDP practice is influenced by experiences. Experiences refers to the knowledge/skills held by its staff from previous employment/exposures, occurrences in the country as implied by the existing government policy documents, and top issues on

the international agendas. The government policy documents are as a result of the occurrences both in the country and in the international development trends. This shows the usefulness of the UN system to the Kenyan economy in development issues and the fact that it does not just act on its own but that its decisions are informed by development dogmas, experiences of the people it works with and the country it operates within.

However the UN system in Kenya has failed to systematically document its social and economic contributions in Kenya. It is vital to consider keeping written comprehensive stories of each agency's contribution to development in the country. These will assist researchers, new UN staff, the government, and other stakeholders to appreciate the contributions of the organisation in the country and access relevant information easily about the UN system in Kenya.

Information on the influence of development theory and experience is relevant in an attempt to assess issues that influence the UN system in Kenya in its decision making process.

The study recommends all the stakeholders to participate in the development efforts of the country and not just to leave everything to the government, this includes individuals and other organisations in Kenya. These efforts should be directed to addressing the situation in Kenya and be a function of the relevant experiences of the agents of development and the host country.

## **CHAPTER ONE**

### **INTRODUCTION**

The United Nations was born in San Francisco in 1945, just as the deadliest and most destructive war in recorded history was coming to an end. Just as World War I led to the formation of the League of Nations, World War II led to the establishment of the United Nations. Rising from the ashes of destruction and despair evolved four powerful sets of ideas: peace, independence, development and human rights.

In Kenya the United Nations' presence was felt even before independence through the influence of the International Labour Organisation which influenced the wage rates during the colonial times. Most of the UN agencies were established in Kenya in the 1960s, for example the International Civil Aviation (ICAO), United Nations Educational, Scientific and Cultural Organisation (UNESCO), the United Nations Development Programme (UNDP) and the World Health Organisation (WHO).

In the 1970s, other UN agencies were established as well in Kenya and these included the United Nations Environment Programme (UNEP), United Nations High Commissioner for Refugees (UNHCR), United Nations Fund for Population Activities (UNFPA), United Nations Children's Fund (UNICEF), Food and Agricultural Organisation of the UN (FAO) and the New Integrated Drylands Development Programme formerly known as UNSO. In the 1980s, the WFP and UNDCP came into existence to join the other UN agencies in Kenya. Among the latest agencies to be established in Kenya include UNAIDS and UNIFEM which were established in the 1990s and OCHA that started in the year 2000.

In general all the UN agencies are involved both directly and indirectly in social and economic development. This is in the fulfilment of the mission of the UN in Kenya, that is, to improve the quality of life and well being of the population by reducing poverty with particular focus on the most vulnerable groups and regions, and the progressive fulfilment of rights for women and children (UNDAF, 1998). The UN's guiding

principles are in social justice, gender equality, and promotion of human rights. These are enshrined in international conventions agreed upon by the Government of Kenya and at major UN global conferences and summits.

Previously each UN agency tended to work on its own leading to lots of duplication of services, resources and poor co-ordination within the UN system. Presently the UN system is committed to fostering co-operation and co-ordination between and among all UN agencies, the Government of Kenya, civil society groups and development partners in all stages of formulation and implementation of development assistance.

To harmonise development efforts, to ensure programmatic coherence and mutual reinforcement under the umbrella of the UN System –Wide Special Initiative on Africa, the UN system in Kenya has prepared the United Nations Development Assistance Framework (UNDAF). This is to orient, rationalise, and encourage increased programmatic collaboration by co-ordinating the contributions of various UN agencies toward the achievement of the UN mission, given each agency's mandate and decision making processes. UNDAF is the principal country level expression of global UN reform efforts to optimise goal oriented development co-operation in support of Kenya's economic and social development.

The UNDP in Kenya has commissioned this particular study in order to fill the gap that exists in the documentation of the social and economic contributions of the UN in Kenya. This is because what exists is at the agency specific level in terms of published and unpublished documents. Most of the information has not been tapped from the great minds that have been involved thus the need for the study in order to document comprehensively the UN contributions to social and economic development. This study was motivated by the United Nations Intellectual History Project (UNIHP), which recognised the gap that exists in the documentation of the United nations contributions to social and economic development (Emmerij *et al*, 2001).

It is on the basis of the initiative and interest by the UNDP towards this study that this project further unearths some detail and accords special consideration by studying the UNDP practice in relation to development theory and experiences. The UNDP merits special consideration because it is an agency oriented more towards social and economic development activities and also plays the role of an operational arm of the United Nations to serve the interests of the entire operational system. It is also among the oldest agencies of the UN to be established in the country.

The UN system in Kenya comprises of the following categories of agencies or organisations grouped by the United Nations Development Assistance Framework for Kenya 1999-2003 as indicated in the following table.

Table 1.0: Agencies and Organisations of the UN System in Kenya

<b>GROUPS OF AGENCIES</b>	<b>AGENCY</b>	<b>ACRONYM</b>
<b>UN DEVELOPMENT GROUP</b>	United Nations Development Programme	UNDP
	United Nations Children's Fund	UNICEF
	United Nations Fund for Population Activities	UNFPA
	World Food Programme	WFP
	United Nations Drug Control Programme	UNDCP
	United Nations Centre for Human Settlements	UNCHS
	United Nations Fund for Women	UNIFEM
	Joint United Nations HIV/AIDS programme	UNAIDS
<b>Other UN Funds and Programmes</b>	United Nations High Commissioner for Refugees	UNHCR
	The New Integrated Drylands Development Programme	
	Office for Co-ordination of Humanitarian Affairs	OCHA

	United Nations Office at Nairobi	UNON
	United Nations Information Centre	UNIC
<b>UN SPECIALISED AGENCIES</b>	International Civil Aviation Organisation	ICAO
	United Nations Environment Programme	UNEP
	World Health Organisation	WHO
	United Nations Educational, Scientific and Cultural Organisation	UNESCO
	Food and Agricultural Organisation of the UN	FAO
	United Nations Industrial Development Organisation	UNIDO

Source: UNDP (1998)

The UN family of organisations is made up of the UN secretariat, the United Nations Programmes and Funds, and the Specialised Agencies. These categories of the agencies have their own standards and guidelines. Together they provide technical assistance and other forms of practical help in virtually all areas of economic and social endeavour.

The first part of this project aims to give an overview of some of the agency specific activities/ contributions of the UN in Kenya towards social and economic development. While the second part, gives some detail of the United Nations Development Programme (UNDP) contributions towards social and economic development. It further tries to relate the influence of 'theory' and 'experiences' or both on the current UNDP practice towards social and economic development.

### **1.1 Social and Economic Contributions of the UN**

The Economic and Social Council (ECOSOC) is the principals body co-ordinating the economic and social work of the UN and its operational arms. It is also the central forum for discussing international economic and social issues and for formulating policy recommendations (Bennett, 1991).

Klingebliel (1999), economic and social field in UN terminology refers to all the UN's development activities that are guided by the provisions of the UN Charter. These include the operational and non-operational activities. In the sphere of development policy, a distinction is made in the UN debate between operational and non-operational activities. Non-operational activities rare advisory, normative and standards setting functions. ECOSOC is primarily concerned with such functions.

The UN's operational activities are in the field of development co-operation that are announced at the annual United Nations Pledging Conferences for Development Activities and undertaken by the UN funds and programmes. They are projects and programmes directly associated with development co-operation measures.

The United Nations (2000 and 2001) categorises the social and economic contributions of the UN as the following undertakings by its agencies in their missions, programmes and projects. The UN is involved in the following economic development activities: official development assistance, lending for development, lending for stability, investment and development, trade and development, agricultural development, industrial development, and labour development. It also undertakes international aviation and shipping, global statistics, public administration and science and technology for development.

The social development activities are in reducing poverty, fighting hunger, health, human settlements, education, research and training, population and development, in the advancement of women, and assistance to children. This also includes social integration (youths, elderly, people with disabilities, and minorities), science, culture and communication, sustainable development, drug control, and crime prevention.

## **1.2 Statement of the Problem**

There exist a few institutional histories, but no systematic overall effort has ever been made to document the UN's compelling story, especially in the areas of economic and social development in Kenya. The UN in Kenya has some sectoral and perhaps agency specific documentation but what is required is some systematic historical synthesis of these contributions.

This study attempts to address the gap that exists in the systematic history of the UN contributions to social and economic development in Kenya. Systematic in the sense of comprehensive and orderly documentation and as well as in the sense of presenting actions in the context of their theoretical and practical roots.

The first part of the problem is addressed by documenting the agency specific contributions of the UN agencies in Kenya towards social and economic development. While, the second part of the study has specific focus on the UNDP by investigating whether development theory, experiences or, both informs the current UNDP practice in social and economic development.

## **1.3 Research Questions**

While it is clear that the subject of the UN system contribution to social and economic development in Kenya has not been accorded the attention it deserves in terms of research, it is not obvious what questions should be raised regarding their actual operations. For this reason, this study tries to redress this situation by raising and trying to answer the following specific questions.

1. In what areas have the UN agencies in Kenya been contributing to social and economic development in Kenya since independence?
2. To what extent has development theory informed the practice of the UNDP in Kenya in its social and economic contributions since independence?

3. To what extent has earlier development practice informed the practice of the UNDP in Kenya in its social and economic development activities since independence?

#### **1.4 Objective of the Study**

The overall objective of this study is to trace the contributions of the UN system in Kenya's socio-economic development in the last 38 years. The other specific objectives are:

1. To identify contribution of the UN system in Kenya to social and economic development since independence.
2. To investigate the extent to which theory has informed the practice of the UNDP in Kenya towards social and economic development since independence.
3. To assess the extent to which early development practice has informed the practice of the UNDP in Kenya towards its socio-economic development activities since independence.

#### **1.5 Rationale of the Study**

A major justification for the study is that it represents an attempt to review the contributions of the UN system in Kenya since independence to social and economic development. This is a desire to infuse some perspective into the work of the UN in Kenya over the years in order to provide a better understanding of its performance. The study was necessary because in spite of the enormous contributions that the UN has had in Kenya, much has not been written about it and the little that has been written does not exist on the UN shelves.

The study is also an exercise to assess what informs the practice of the UNDP. This will be useful for academe, to the on-going reform process within the UNDP, other development organisations and to the UN system in general.

The information from the study is expected to be of interest to the UN system in Kenya in their collaborative efforts and the specific agencies in their aims, objectives, policy

formulations, projects and programmes. This will also be a contribution to the on-going United Nations Intellectual History Projects (UNIHP).

As part of the UNDP project on the 'Social and Economic Contributions on the UN system in Kenya,' findings will enrich the UN libraries/ resource centres. Other than within the UN system in Kenya, the study may enable researchers access information easily on the UN agency's contributions to the country or on general information on international organisations.

The study will enable those involved in social and economic development efforts to learn from the UN system in Kenya. This study not only shows the importance of the UN system in Kenya, but, also documents compliance of the UN system to its mission in Kenya (UNDAF, 1998).

### **1.6 Scope of the Study**

The focus for the UN agency's contributions is from the year 1963 when Kenya as a country gained its independence from Britain and it is also after this that the country started experiencing more of the United Nations presence.

To achieve the study's main aim, I first undertook an overview of some randomly chosen UN agencies' contributions to social and economic development and then concentrated on the UNDP. Merit for the UNDP was based on the extent to which it is oriented towards the social and economic development activities in Kenya. It is among the first agencies to be established in Kenya. This choice is finally informed by the availability of data and review documents. Concerning the role of experience and development theory to the UNDP practice, concentration was on the current UNDP programmes that run between 1999 to 2003.

## CHAPTER TWO

### LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

#### 2.1 Introduction

This chapter focuses on the development theories that have been in existence since Kenya's independence and reviews literature on studies related to the UN practice, on the link between theory and staff experience on the UNDP practice. The conceptual framework in this study addresses the three objectives of the study, which are to identify the social and economic contributions of the UN system in Kenya, to investigate the extent to which development theory and thirdly, early development practice have informed the UNDP practice in social and economic development.

#### 2.2 Theoretical Basis

The social and economic contributions of the UNDP have been assessed in this study to find out whether development theory and staff experiences has some influence on them. This is in order to ascertain the factors that the UN in Kenya responds to; are they the needs of the host nation or its practice is based on some foreign ideologies? Although not all the theories will be used for the study it is necessary to provide a comprehensive review of the development theories since Kenya's independence. The 'people-centred approach' also equated to human development applies to this study as it coincides with the current UNDP programmes that run from 1999 to 2003 considered in this study. These includes a review of the modernisation, dependency/ underdevelopment, neo-liberalism and the people centred theories of development.

##### 2.1.1 Modernisation Theory

The modernisation theory dominated the 1960s and was based on the idea that the means by which 'modernity' was to be reached was economic growth. If an economy could achieve a certain critical rate of growth, the rest would follow.

Modernisation theorists maintain that the historical progression of societies has always been from simple, undifferentiated systems to complex highly differentiated systems; the

most complex of these being modern industrial society. The developmental progress comes to be seen as a process of acquiring the characteristics of modern industrial society. The Third World are poor and underdeveloped because they lack the internal structural characteristics suitable for the introduction of the industrial system. Huntington (1976) and Harris (1989) observes that among the characteristics lacking include investment capital and entrepreneurial values, together with the modern technological equipment and the necessary skills to use them efficiently.

Rostow (1969) a modernisation theorist suggests ways that simple, agrarian societies in the Third World may be helped in establishing the industrial system of production. First Rostow advocates for non-economic factors, that is, the dominant values of advanced societies (entrepreneurialism, competition, and individualism). Economic factors like capital for investment to finance new industrial methods of production and to provide the stimulus and basis for economic growth are necessary. Capital equipment and technology are important in the process of effecting change from simple social structures to complex industrial forms.

The complex processes of modernisation assume a series of interpenetrating and interdependent transformations. On the level of personality, theorists of modernity envisage promotion of rationality as well as empathy, mobility and high participation. These attributes of 'modernised' personality are promoted and sustained by structural, institutional, attitudinal and value change on the personal, social and cultural levels (Dube, 1988)

Smelser (1968) summarises the modernisation theory as the following inter-related technical, economic and ecological processes. In the realm of technology, the change from simple and traditionalised techniques towards the application of scientific knowledge. In agriculture, it is the evolution from subsistence farming towards commercial production of agricultural goods.

In industry, it is the transition from the use of human and animal power towards industrialisation proper, or men aggregated at power-driven machines, working for monetary returns with the products of the manufacturing process entering into a market based on a network of exchange relations. While in ecological arrangements it implies the movement from farm and village towards urban centres.

Thus, modernisation implies complete transformation in many aspects of life, brought about by economic development through industry and industrialisation. The disillusionment with this theory was in the form of a recognition that developing countries were not and probably never would be like the developed countries. It was also due to the continued subordinate position of developing economies.

According to Leys (1996) the shortcomings of the modernisation theory were first attacked from within Latin America by the German-American Andre Gunder Frank in 1962, using the concepts of dependency and underdevelopment. Frank did not invent dependency theory; it was implicit in a long tradition of Latin American historiography and also in the structuralist analysis developed at the Economic Commission for Latin America under Raoul Prebisch in the 1950s.

### 2.1.2 Dependency/ Underdevelopment

The early 1970s became briefly the era of dependency theory. Dependency theory inverted many of the assumptions of the modernisation theory. It saw metropolitan policy as maleficent, not beneficent; inflows of foreign investment were seen as giving rise too much greater interest and profit outflows. 'Modernisation elites' were real compradores, or lumpenbourgeoisies, serving their own and foreign interests, not those of the people; world trade perpetuated structures of underdevelopment, rather than acting as a solvent for them. Capitalist development offered nothing to the periphery; the solution lay in reducing links to the metropolises and bringing about 'autocentric' national economic growth (Leys, 1996).

The 1970s saw a shift away from growth at all cost as the way forward in development thinking towards an emphasis on employment and redistribution with growth. It also saw a substantial increase in the indebtedness of the developing countries, which for some gave the illusion of development (Blomstrom & Hettne, 1985).

The argument was that northern capitalist industrialisation created structures in which Southern economies were dependent and which tended to lead to and maintain underdevelopment. Andre Gunder Frank argued that the economic relationships that existed between Western Europe (and later Japan and the United Nations) and the rest of the world were based on conflict and exploitation. The result was a transfer of wealth from the latter to the former (Schuurman, 1993).

The Dependency school was the Third World's first real contribution to the social sciences. This generally increased the self-confidence of Third World social scientists that until then had been imitating the social science of the Western World. The changes have been felt in the institutional development as well, for instance in the growth of new research institutes and organisations of co-operation with a more or less militant Third World perspective (Blomstrom & Hettne, 1985).

According to Sorensen (1993) the strategic recommendations of the dependency paradigm had to do with delinking from the world market, emphasising self-reliance, often in the context of non-capitalist strategy of development. But the attempts at self-reliance and socialist development in a number of Third World countries were hardly startling successes.

In sub-Saharan Africa, dependency theory was broadly accepted by many foreign Africanists and African social scientists, educated people in general, and especially the youth. The problem was that outside the Republic of South Africa the level of development in few countries had yet produced either a local 'national' capitalist class or a local labour movement that had the capacity to lead national development along any alternative development path (Leys, 1996).

As a moral critique of existing policy in Africa, dependency theory played a significant role. But, except in Nyerere's Tanzania, dependency thinking was not adopted as an explicit basis for policy, and the problem of Tanzanian socialism had many sources besides the inherent shortcomings of dependency theory.

### 2.1.3 Neo-liberalism

Neo liberals did not believe that capitalism would give way to socialism and were only interested in accelerating its advance in the Third World. They believed that what was blocking or retarding development in the Third World was none of the things highlighted by all the theories so far discussed, but rather the whole idea of bringing about development through state intervention in the economy in the first place. This was the standpoint of Lord Bauer, Deepak Lal, Bela Balassa, Ian Little, and others, who represented in development theory the neo-liberal revolution that was taking place in the metropolises at the end of the 1970s. These theorists offered an intellectual justification for a new wave of market oriented intervention by the World Bank and the International Monetary Fund (Leys, 1996; Schuurman, 1993).

The argument was that development was blocked by inflated public sectors, distorting economic controls and over emphasis on capital formation. Governments were part of the problem, not part of the solution; they were inefficient and often corrupt and hence parasitic, not stimulators of growth (Leys, 1996). The solution was to privatise the public sectors, reduce the scale and scope of government spending and give up all policies, from exchange rate controls to subsidies and redistribute taxation that altered any prices that would otherwise be set by impersonal forces of the market.

Development in the 1980s was built more on market ideology than on facts and figures of specific problems. Neo liberalism is a development dogma characterised by less state activity and more private enterprise. The issue was to create free market environment together with macro economic stability and economic development would follow (Sorensen, 1993).

Allen and Thomas (2000) note that for many developing nations, there was a combination of declining international demand, increasing protectionism in the developed nations, deteriorating terms of trade, negative capital flows, continuing high interest rates, and unfavourable lending conditions. Interventions by international financial agencies, particularly the World Bank and IMF, became the universal panacea to crisis. There was support in the Bank for policies of economic liberalisation and that the belief that development was best attained through support of the private sector in goods and service provision.

In attempts to reduce growing inflation, developed countries slowed down their economies and allowed interest rates to rise. Developing countries had to pay out more to service their debt while receiving fewer exports. Commercial banks decided to stop lending the developing countries new money, and the result was the international debt crisis of the 1980s (Martinusen, 1997).

In the 1980s, Structural Adjustment Programmes of the IMF were increasingly considered as the cause rather than the solution to the economic problems experienced in the Third World. The withdrawal of the state led to the increasing impoverishment of the low-income groups. Liberalisation of the economy and the growing emphasis on export led industrialisation resulted in a dual economy.

John Toye pointed out the neo-liberals' success in relation to the Third World as owing a great deal to the fact that they were ready to say openly what others in the development community knew perfectly well but had been unwilling to say, out of an anxiety not to jeopardise relations between Third World governments and the development agencies for which they worked. These governments were never exclusively concerned to promote the development goals they were ostensibly committed to, and quite often were not committed to them at all (Leys, 1996).

There was a recognition at the end of the 1980s that liberalisation alone was an inadequate response to the social and economic complexity of developing countries in particular. An emphasis on relieving poverty and improving education, nutrition and health care was a welcome step (Allen and Thomas, 2000).

#### 2.1.4 People – Centred Development

The neo-liberal agenda of the 1980s began to soften in the 1990s and was then replaced by the labels '*alternative development*'; '*another development*' or '*people centred development*' which are reactions against 'mainstream development'. In particular, they are a reaction against the alienation of large-scale industrialisation and they reject the notion of trusteeship by which others determine what is required for people's development (Allen and Thomas, 2000).

Basically two types of alternative approach can be identified. The first is a definition of the development goals and it deals extensively with how to measure and how to promote societal change towards such societal goals. Proponents of this school have rejected economic growth as an end in itself and instead, emphasised 'welfare' and 'human development' with increased choices. The second type has shifted the whole perspective and focus towards civil society. It regards the establishment and strengthening of autonomous local communities as both a means to promote human well being and as an end in it (Martinussen, 1997).

The people centred development approach as a dogma favouring small-scale individual and co-operative enterprise both in industry and agriculture (Allen and Thomas 2000). It places emphasis on people themselves as agents of development, solving their own problems individually or through local organisations and networks. This was followed by new ideas such as 'sustainability', 'gender' and 'habitat', which were placed, on the international agenda.

There has been a consensus on the need to look more closely at the potential for local groups and individuals to be more involved as their own development agents. This is

because of the manifest failure of the main theoretical perspectives on development to deliver major improvements in living conditions to the world's poorest individuals and communities (Sorensen, 1993).

The human development dimension was introduced as an alternative to growth-led approaches to development. It involves the process of expanding human capabilities and access to opportunities in social, economic and political arenas and therefore the overall improvement in quality of life. The most basic of these capabilities lead to long healthy lives, knowledge and access to the resources needed for a decent standard of living.

The concept of human development based on the work of Amartya Sen evolved from the realisation that people should be at the centre of development, with all people being involved in the process. People are seen as the main actors in the process of improving their own welfare. It requires expanding the opportunities by which the poor can do more for themselves through economic, social and political empowerment. Economically, this involves helping the poor to gain access to productive resources by addressing inequalities in the distribution of productive assets. It also requires expanding their human capabilities through education, nutrition, healthcare, water and sanitation as important indicators of human development. Politically, this means using community organisations and giving communities voices to reduce poverty (UNDP, 2001).

Related to this is the issue of governance, which has been seen as the key missing link between growth and poverty reduction. Poor economic management and lack of accountability are some of the reasons why targets for reducing social and economic inequalities are never met. Socially, human development requires building on traditional and informal community networks that have supported vulnerable groups. Human development goes beyond economic development per se. It involves creating an environment in which people can develop to their full potential and lead productive and creative lives in accordance with their needs and interests. A country's human development status is therefore its ability to take care of its citizens and provide an

environment that enables them to access opportunities and resources to enhance their opportunities for living decent lives.

## 2.2 Literature Review

Here, an evaluation of different scholars in the field of the UN system, development theory and on factors influencing the decision making process is carried out.

This study on the 'social and economic contributions of the UN in Kenya' borrows a lot from Emmerij *et al*, (2001), who attempt to trace ideas in the economic and social domain launched or nurtured by the UN system since its inception. In general they tend to extend beyond the understanding of the sources, evolution, and impact of key ideas within the UN system as a whole and seek insights to improve the UN's future contributions to social and economic development. The aim is to understand better the role of the UN as an intellectual actor and the processes in the multilateral market place of ideas to identify workable strategies and tactics.

Myint (1971) links development theory to practice by discussing the middle level of analysis between 'pure' formal economic theory and detailed empirical studies of particular underdeveloped countries. Myint examines the realism and relevance of theoretical concepts and doctrines, both orthodox and modern, in relation to broadly observable patterns of economic change. The attempt is to determine the applicability of existing economic theory to the economics of the underdeveloped countries. The other concern in this book is the application of international trade theory to the practice in these countries.

The analysis of the ideas in the text study suggest the need to take into account the differences between the underdeveloped countries themselves and discard the existing static optimum theory before building up a satisfactorily dynamic approach to the underdeveloped countries. Advice is made to young economists in the underdeveloped countries to throw away large structures of meaningless, irrelevant and sometimes blatantly inadequate doctrine and theoretical approaches. The analysis agrees with this particular study, which examines the link between the UNDP practice and development theory whereby the current UNDP projects are informed by the development theory.

On the other hand, Hadwen and Kaufman (1962) observe that there are some general factors that influence the decision making process at the UN. For example, national delegations are created to represent their own countries' self interest that can be furthered or hindered by the UN discussion. The influence of public opinion on the UN proceedings is also felt at various levels. This text is a reminder to the fact that all the UN's decisions are not from within itself but also from other relevant influences/sources. This text is related to the aim of this study, which relates the UNDP practice to the experiences of the UNDP staff.

Hovet (1963) agrees with one of the themes of this study that dwell on the influence of experiences and development theory on the practice of the UNDP in Kenya. Hovet discusses how since 1946, the UN and the continent of Africa have both undergone intrinsic and organic changes. To a considerable degree major changes in the UN and Africa were the result of the effect each had on the other.

Hovet probes into the impact Africa has had on the UN in the past and will have in the future and, to a lesser, with a more difficult assessment- the impact of the UN on Africa in the past and in the future. Most of the work of the UN, measured in terms of money and personnel, goes into programmes aimed at achieving economic and social progress in the developing countries, where two- thirds of the world's people live, often in the grip of poverty, hunger, ignorance and disease.

Onjala's (1995) study on the 'Economic Growth and Development in Kenya since Independence' also makes a contribution to the theme of this study that relates development theory to the practice of the UNDP in Kenya. The study looks at the conceptual and theoretical background of Kenya's development policies. The influence of macro economic policies is relevant in the Third Development Plan on the 'basic needs approach' which set out a strategy to provide essential services such as education, health services through clinics, dispensaries and hospitals, and housing. The same applies to the seventh National Development Plan whose overall theme became 'Resource Mobilisation for Sustainable Development' expressing the Government's commitment to ensure a

sustainable development of Kenya's human and natural resources for the benefit of the present and future generations.

Onjala highlights the fact that a number of strands of foreign policy developed by international agencies also run through Kenya's economic policy and development strategy experience. Whenever Kenya was plagued with various economic difficulties, aid agencies played a very important role in the 'policy dialogue', design and implementation of subsequent development programmes. To this extent growth and development policies and strategies pursued since independence reflected priorities of these agencies and not the needs of Kenyans.

Long and Long (1992) assume that theoretical and pragmatic issues and activities are closely interwoven. In responding to the challenge of relating theory to practice, it is not enough simply to argue for an 'enlightenment model' which sees theoretical work as influencing practitioners and policy makers indirectly through the ways in which new concerns and interpretations of social process percolate into society at large, shaping the thinking of lay and professional persons alike. The way forward is through the development of a more thoroughgoing actor oriented approach that builds upon theoretical work aimed at reconciling structure and actor perspectives.

Mosse *et al* (1995) link practical experience and contemporary social theory by offering alternative ways of thinking about the 'development process' and new methods for field research and programme monitoring. Viewing a project as a 'process' means having a design, which is flexible and changes as a result of learning from implementation experience. The wider social and institutional environment influences all projects, plus those with 'blue-print' type designs.

### 2.2.1 Overview of Literature

The UN contribution to social and economic development is a phenomenon discussed globally in terms of agency specific contributions in various UN documents, conferences

and reports. A gap exists in documenting this comprehensively and specifically for the UN in Kenya since each agency's inception, an attempt this study strives to accomplish.

From the reviewed literature, both theory and experiences have an influence on practice in organisations or policies adopted by governments and other bodies. This closely links with the study as it attempts to link theory and the experiences or both, to the UNDP practice in Kenya.

The reviewed literature identifies the link between the variables in the study. First of all it is given that the UN in Kenya contributes to social and economic development. There also exists a link between development theory and experiences to current practices in most spheres; thus, it is worth filling the gap that exists in linking theory and experience to the UN practice in Kenya.

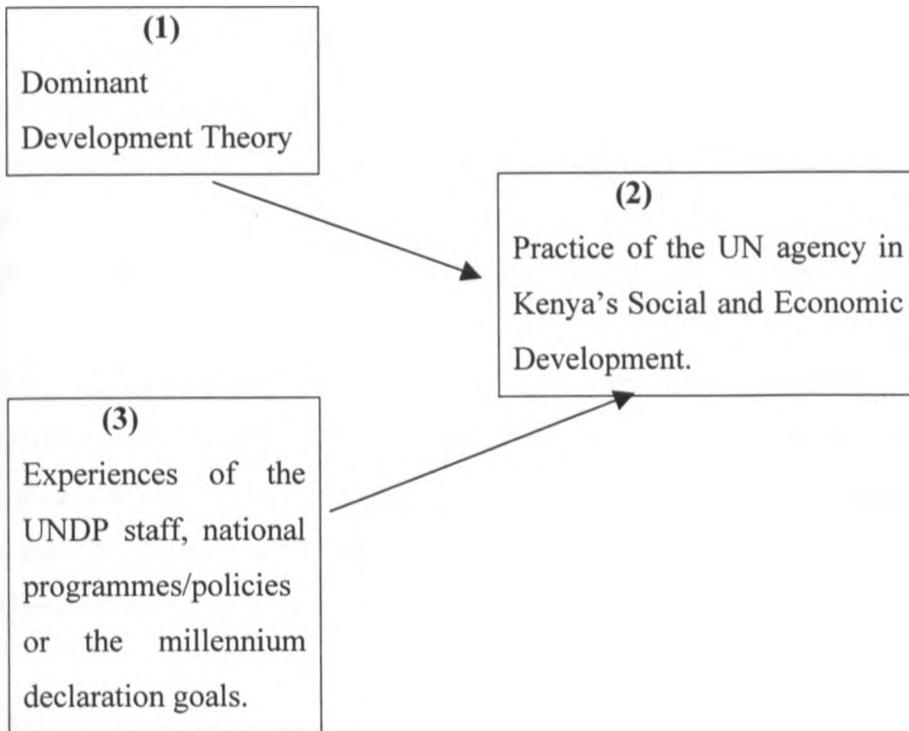
### **2.3 Conceptual Framework**

The model shown in figure 2.0 below represents the three main objectives of the study. The first, which is to establish the contributions of the UN to social and economic development in Kenya (part 2) of the model and its findings are discussed in Chapter Five of this document. All the three sections of the model represent the other two objectives, which are to determine the link between development theory (part 1) and the experiences (part 3) on the UNDP practice in social and economic development in Kenya whose findings are discussed in Chapter Six in this study.

The discussion in Chapter Three on 'The Social and Economic Situation in Kenya' forms the background under which this model operates. While, Chapter Four discusses the method used to capture this model in order to address the objectives of the study.

The model shows that there are two independent variables (dominant development theory and experiences) that exert influence on the dependent variable (Practice within the UN in Kenya towards social and economic development).

**Figure 2.0: Model of the Factors Influencing the UN Development Practice in Kenya**



The assumption in this model is that at all times the practice of the UN agencies in Kenya's social and economic development is as a response to the influence of a particular dominant development theory, staff experience, national programmes/policies and millennium declaration goals.

## **2.4 Definition of Terms and Indicators**

### **2.4.1 Social and Economic Development**

The United Nations (2000 and 2001) categorises the social and economic contributions of the UN as the following undertakings by its agencies in their missions, programmes and projects. Economic development activities include official development assistance, lending for development, lending for stability, investment and development, trade and development, agricultural development, industrial development, and labour development.

It also undertakes international aviation and shipping, global statistics, public administration and science and technology for development.

The social development activities are in reducing poverty, fighting hunger, health, human settlements, education, research and training, population and development, in the advancement of women, and assistance to children. This also includes social integration (youths, elderly, people with disabilities, and minorities), science, culture and communication, sustainable development, drug control, and crime prevention.

#### 2.4.2 Development Theory

The UNDP is considered to be operating out of a particular dominant development theory when it emphasises its characteristics in the aims, objectives and programmes/ projects. Since the UNDP practice here dwells on the current programmes that run from 1999 to 2003 the dominant theory considered is the people centred approach.

People-Centred development approach is characterised by efforts to achieve low levels of material poverty, low level of unemployment, relative equality, democratisation of political life, national independence, good literacy and educational levels, relatively equal status and participation by women, sustainable ability to meet future needs, and human security.

The UNDP has adopted 'Human Development' as a concept that encompasses all the characteristics of the 'people centred approach' thus the two approaches are applied interchangeably in the study.

#### 2.4.2 Experiences within the UNDP

Experiences in this study defines the knowledge held by the UNDP programme officers from their previous places of work that influence their attitudes and actions toward social and economic development by the UNDP in Kenya. It may relate to major occurrences in the country (poverty levels, droughts, and epidemics) or the themes/priority areas in national development plans that are lobbied for organisational adoption. More recently

the UNDP has embraced the Millennium Development Goals (MDGs) to address development issues in the country and these fall under experiences in the study.

## CHAPTER THREE

### KENYA'S SOCIAL AND ECONOMIC DEVELOPMENT

#### 3.0 Introduction

The UN system in Kenya does not operate in a vacuum but is a function of the existing state of the country, its policies and programmes. In order to understand the scenario under which the UN system operates in Kenya, the social and economic background of the country is important. To lay out this background in brief is the purpose of this chapter.

#### 3.1 The State of Social and Economic Development in Kenya

Since independence, one of the major objectives of the government has been to achieve rapid economic growth, which would lead to improvement in the standard of living. Development efforts initially focussed on accelerating economic growth as a means of realising development. These efforts yielded fruits as the country achieved high economic growth rates of 6.6% per annum during the period of 1964-1973 though the impressive performance was, however, not sustained as growth rate declined to 5.2% during the 1974-1979 period. The decline continued with the economy recording a negative growth of -0.3 % in the year 2000 (UNDP, 2001). In addition, the economy has been characterised by persistent and increasing poverty, unemployment and widening income inequalities that have negatively impacted on human development in the country.

Within the period between independence and early 1980s, major gains were made in the areas of health, education and other social amenities. Positive economic growth was also experienced during this period. But since the late 1980s, there has been a reversal in these achievements and the gains made in social indicators have slowed down in the last decade. By the middle 1980s, Kenya had made considerable progress in basic health care services, standards of education and literacy levels. This has been interrupted since 1989 due to a variety of factors.

According to the UNDP (2001), the SAPS introduced in the mid-1980s have meant that a large majority of the population has been unable to afford health and education services due to the introduction of cost sharing. Rapid population increase and economic stagnation have also been responsible. Poor relations with the donor community and an increasing inability to attract investment led to the poor economic performance witnessed during the 1990s. Lack of good governance manifested in poor economic management where inefficient use of public resources and corruption has undermined the implementation of development policies and projects.

There has also been lack of deliberate policies aimed at equitable distribution of resources and employment opportunities. This has resulted in economic stagnation and distortions in the distribution of wealth and opportunities with the living conditions of the majority of Kenyans worsening.

Kenya is increasingly becoming unable to sustain or improve the gains made in social indicators such as school enrolments, infant mortality and life expectancy. The majority of Kenyans face inadequate access to basic necessities like food, healthcare, education and shelter. School dropout rates have grown, as have disparities in access to other services due to geographical locations, gender and income inequalities.

The UNDP (2001) asserts that Kenya faces a number of human development challenges. These go beyond simply increasing economic growth and include addressing social and economic inequalities by providing an environment that enables all people to access resources and opportunities to enable them to live decent lives.

The declining economic performance, socio-economic disparities and decreasing Human Development Index (HDI) have resulted in human development challenges for the country which go beyond simply increasing economic growth to addressing social and economic inequalities (UNDP, 2001).

### **3.2 Kenya's Development Programmes/Policies**

Upon achievement of independence in December 1963, the newly formed Government of Kenya adopted 'development' as its principal objective and moved quickly to promulgate policies and programmes designed to ensure a smooth transfer of responsibility. Kenya defined development in terms of continued growth and elaboration of the political and economic institutions established in the country during the colonial period (Onjala, 1995).

The Second National Development Plan (1970-1974), re-emphasised the objectives in the Sessional Paper No. 10 of 1965 on 'African Socialism and its Application to Planning in Kenya' where the Government had defined its commitment to the principles of freedom from want, disease and exploitation; equal opportunities; and high and growing per capita incomes, equitably distributed among the population. Having learnt from the mistakes of the previous plan (1966-1970), where growth had taken the form of rapid development in relatively a few sectors of the economy, the Government called for increased participation.

A key strategy of the second plan was to direct an increasing share of the total resources available to the nation towards the rural areas. The Government believed that it was only through an accelerated development of the rural areas that 'balanced economic development' could be achieved via growth of employment opportunities.

The National Development Plan for 1970-74 raised the target rate of growth for the economy from an average 6.3 per cent set in the previous plan to 6.7 per cent through to 1974. On the one hand, the first major oil crisis of 1973-74 and a severe drought in 1974 severely affected the economy. While on the other hand, the inefficient and uncompetitive industries, which had been protected by quantitative controls, could not survive the increased costs of imported inputs and rising costs of funds. The government budget deficit widened, balance of payment position worsened as foreign exchange shortages became a chronic constraint.

The Third plan remained unaltered from previous plans as the Government set out to undertake rural development, create more employment opportunities, redistribute income, and increase participation of people in the process of development. Emphasis was also placed on science and appropriate technology.

The Government put forward a framework to assume a much greater role in directing the economy and eradicating poverty than it had done in the past. The plan was based on the 'basic needs approach' which set out a strategy to provide essential services such as education, health services and housing.

The fourth National Development Plan of 1978-1983 focused sharply on the relief of poverty with the theme *Alleviation of Poverty Throughout the Nation*. The Government adopted four basic principles to guide the nature of the development process. These were widespread participation, diversity of organisational forms of incentives, Government participation, and mutual social responsibility. On the face of it, economic growth was dropped altogether as a policy objective because the economy was expected to grow as an outcome of anti-poverty policies rather than as an end in itself.

*Mobilising domestic resources for equitable development* was the theme of the fifth plan for the period 1984 to 1988. During this period the Government undertook to improve the infrastructure of the economy so as to make it more attractive for private investors. The Government also proposed a multi-prolonged strategy for the mobilisation of domestic resources.

The 1989-1993 sixth development plan with the theme of *Participation for progress* was among the vehicles through which the long-term development objectives and strategies for structural adjustment process contained in Sessional Paper No. 1 of 1986 on 'Economic Management for Renewed Growth' were to be implemented.

The 1994-1996 National Development Plan on Resource Mobilisation for Sustainable Development was followed by the 1997-2000 plan on *Rapid Industrialisation for*

*Sustained Development.* This theme aptly reflects the commitment to alleviating the twin challenges of poverty and unemployment through an integrated approach. The plan was the first to implement policies and strategies in Sessional Paper No. 2 of 1996 on 'Industrial Transformation to the year 2020.

The current plan for 2000-2008 on *Effective Management for Sustainable Economic Growth and Poverty Reduction* has been formulated at a time when the Kenyan Economy is experiencing poor performance.

Other policies like those in the Poverty Reduction Strategy Paper (PRSP) are of great relevance to the economy because they act as a guide to assist the country in the development and strengthening of poverty reduction strategies. It describes the country's macro-economic, structural and social policies and programmes to promote growth and reduce poverty, as well as the associated external financing needs.

This study can not neglect the international forces like the UN Millennium Development Goals (MDGs). More recently the UN has embraced the Millennium Goals, commonly accepted, as a framework for measures to progress. At the Millennium Summit in September 2000 the states of the United Nations made a commitment to working towards a world in which sustaining development and alleviation of poverty would have the highest priority.

The goals focus the efforts of the world community on achieving significant, measurable improvements in people's lives. They include the eradication of extreme poverty and hunger, achieving universal primary education and gender equality.

The other millennium goals include those that aim to reduce child mortality, improve maternal health, combat HIV/AIDS, malaria, and other diseases, ensure environmental sustainability, and develop a global partnership for development. The first seven goals are mutually directed at reducing poverty in all its forms while the last goal of global partnership for development provides the means to achieve the first seven.

### **3.3 Conclusion**

The Kenyan Government has had problems that have resulted from the declining economic performance since the late 1980s and the associated increases in poverty and the malaise in governance that have resulted in increases in what were fairly wide social and economic inequalities and a fall in human development.

During the review of some of the project files of the UNDP, most of them were in support of a particular national development objective as sited by the plans. This study aims to establish whether the UN system in Kenya's practice in social and economic development is a function of these factors in the host country. These include the country's programmes and other policy documents, the social and economic situation of the nation, the global UN mandate and the UN millennium goals. This chapter provides a scenario under which the UN in Kenya operates.

With such a background, one wonders how the UN system supports the social and economic development issues in Kenya and what other factors apart from the country's social and economic situation influence these contributions. To answer these questions is the subject of the forthcoming chapters.

## CHAPTER FOUR

### METHODOLOGY

#### 4.0 Introduction

This chapter presents the research hypotheses, data sources, problems encountered in the field and the data analysis process.

#### 4.1 Research Hypotheses

In order to address the study objectives adequately, the following hypotheses were used in this study to serve as a guide. The first objective of the study is given; that is, the UN system in Kenya is involved in social and economic development. In this section the hypotheses address the second and third objectives of the study that relate to theory, experience and the UNDP practice in social and economic development in Kenya. These are that: -

- (i) The UNDP in Kenya practices in social and economic development are influenced by development theory.
- (ii) The UNDP in Kenya practices in social and economic development are influenced by the experiences within the agency.

#### 4.2 Data sources

The study used qualitative data that were gathered through interviews using the unstructured questionnaires. Both the primary and secondary sources were put in use.

The study gathered primary data from various groups of people. I undertook individual interviews with agency heads from their offices within the Gigiri complex and some that are located outside the Gigiri complex in Nairobi. In order to gather information on what each agency is involved in towards social and economic development. I administered an unstructured questionnaire to the heads of UN agencies that were randomly selected.

Information was also gathered from programme officers within the UNDP in Kenya using an unstructured questionnaire to capture the link that exists between the UNDP practice and theory, experiences by the UNDP programme officers or both. Key informants that were identified by the other staff members of the UN in Kenya complemented information from the interviews..

Finally, I examined records kept and written by the participants. These included research reports, newspapers and magazine accounts or pamphlets to get more information of specific agency activities or contributions. I also reviewed documents from the UN system archives or repositories in order to capture events in which the principal witnesses are deceased or otherwise inaccessible. This was relevant considering the high turn over of staff such that information about the past cannot be fully given by the current UN staff in most cases.

The secondary sources of data included data on the convergence between theory and practice, published and unpublished documents of specific agency practices within the UN system in Kenya. Secondary data were accessed from the agency's resource centres or archives in the case of the UNDP.

#### **4.3 Problems Encountered in the Field**

In the course of carrying out this study, a few problems were experienced. It proved difficult getting all the required information from the agency heads because most of them were in a hurry and tended to omit some of the relevant details. There was also the unavailability of some of the informants at the scheduled time. In some instances the respondents could not keep their appointments or some went out on other missions without leaving word behind. Some insisted on making up own appointments and yet they were rarely in the office. This contributed to some of the gaps in this study especially in situations whereby documents were not available to substitute for the interviews.

The high turnover of staff at the UN contributed to the various inconsistencies in the information available about the contributions of the UN agencies over time. The resource centres of most agencies stock the global documents of the UN system that are of a general nature but only have bits on the UN contributions in Kenya. Relevant documents that formerly existed cannot be found on the UN shelves; no copies are available for referencing.

Despite the fact that the UNDP resident co-ordinator had communicated to the agency heads about the study and its relevance, most heads did not respond positively. When it came to offices with several divisions, co-ordination was poor as most of them did not know what the other dealt with and this meant interviewing several members of staff who could not be easily accessed.

Initially, it had been anticipated that all the UN agencies would be covered by the study and that all the UN agency heads would be interviewed. However, it proved difficult to study all the agencies thus some are not included while others are covered shallowly.

#### **4.4 Data Analysis**

Data analysis included review and analysis of qualitative information from unstructured interviews with the UN agency heads, UNDP programme officers and other key informants. This involved the dual process of establishing the authenticity of the sources and the validity of its content.

I examined the narration from the oral interviews in order to understand what each agency has been concerned with over time that is in line with my category of the social and economic contributions of the UN in Kenya. I later backed this with the review of documents from specific agencies' archives or resource centres. I also analysed the information from the UNDP programme officers and the documents reviewed in order to find if a link exists between the independent (evolution of development theory and experiences) and the dependent variable (UNDP in Kenya practice in social and

economic development). The indicators of the independent variables were used as a measure against those of the dependent variables.

In order to assess whether a link exists between the UNDP practice and theory, I examined the words and phrases used by the respondent against the associated indicators of a particular development theory or UN practice in social and economic development. I also used tables and summaries to make comparisons.

From the interviews with the agency heads and review of their library or resource centre materials, I was able to extract information (content analysis) on what each agency in Kenya has been contributing towards social and economic development since independence as portrayed in the forthcoming chapter.

## CHAPTER FIVE

### THE SOCIAL AND ECONOMIC CONTRIBUTIONS OF THE UN AGENCIES IN KENYA

#### 5.0 Introduction

This chapter covers the study findings in relation to the overall objective of the study, which is to identify the contributions of the United Nations system towards social and economic development in Kenya. The contributions of each UN agency in Kenya is discussed based on the three categories of the UN system as outlined by the United Nations Development Assistance Framework for Kenya (1999-2003), UNDAF (1998), which together provide technical assistance and other forms of practical help in virtually all areas of economic and social endeavours. These include the UN development group members, UN Funds and Programmes and the UN specialised agencies. These categories are used in this study in order to capture the UN agency's contributions to social and economic development.

#### 5.1 The United Nations Development Group Members

The United Nations Development Group, comprised of secretariat bodies as well as the development Funds and Programmes, assists in the management and co-ordination of development work within the organisation. This executive body works to enhance co-operation between policy-making entities and the distinct operational bodies (UN, 2000).

The UN agencies grouped here include the UNDP, UNICEF, UNFPA, WFP, UNDCP, UNCHS, UNOPS, UNIFEM and UNAIDS and are their contribution to social and economic development are as follows. This chapter discusses the contributions of the following agencies, that is, UNDP, UNICEF, UNDCP and UNIFEM, which were selected randomly.

UNIVERSITY OF KENYA  
LIBRARY

### 5.1.1 United Nations Development Programme (UNDP)

Since 1964, the UNDP has been working with the Government of Kenya, supporting activities in human development and creating opportunities through which the abilities, talents and creativity of Kenyans can find full expression (Githongo & Wong, 1997). Although it is the largest multilateral source of grant funding for technical co-operation, the UNDP does not execute projects, leaving this instead to partner governments, other bilateral and multilateral agencies and local Kenyan organisations both in the non-governmental organisations and private sectors.

The UNDP was defined by one of the programme officers as the main UN body for co-ordinating the UN development works. The UNDP contributes to economic development through efforts aimed at sustainable development, support to policy, human development, and special purpose funds, projects that generate employment opportunities, and promotes people's access to technology and training. In social development, the UNDP participates in efforts aimed at the advancement of women, health, reducing poverty, food security, provision of shelter, education and other basic services.

A key informant expressed the view that the UNDP works in partnership with the Government of Kenya on the basis of strategic imperatives decided on after close collaboration and in keeping with the Government's long-term development plans. The strong thematic linkages with broad government development objectives illustrate that UNDP does not attach conditionally to the programmes it funds.

In addition to its regular programmes, UNDP administers several special purpose funds including the New Integrated Drylands Development Programme formerly the Office to Combat Desertification and Drought (UNSO), the United Nations Volunteers (UNV) and the UN Development Fund for Women (UNIFEM).

The areas in which the UNDP currently operates in Kenya reflect its global objectives. These include to eradicate poverty, promote sustainable livelihoods, advance the role of the Kenyan women, strengthen the relationship between sustainable development and the

environment, and to expand/enhance people's participation in decisions affecting their lives in order to achieve sustainable development (UNDP, 1992).

It was expressed that the UNDP has made poverty alleviation its main focus area. It sees poverty as a complex phenomenon, involving people's lack of empowerment, as well as lack of income and basic services. The UNDP works to strengthen the capacity of the government and civil society organisations in order to address the whole range of factors that contribute to poverty. For instance, to increase food security; improve the availability of shelter and basic services; generate employment opportunities; increase people's access to land, credit, technology, training and markets; and enable people to participate in the political processes that shapes their lives. The heart of UNDP's anti-poverty work lies in empowering the poor (UN, 2000; Githongo and Wong, 1997).

#### 5.1.2 United Nations Children's Fund (UNICEF)

Around 1974, UNICEF started assisted projects as an emergency organisation and applied the country programme of co-operation, that is, joint programmes between UNICEF and the Government of Kenya. The UNICEF agency head expressed his view that co-operation is the key to UNICEF's relations with the Government, other UN agencies and NGOs. Its working with other parties helps the Government devise programmes that meet the needs of children in their communities, in ways that are simple cost effective and locally sustainable.

UNICEF's planning, review and assessment of the programmes are a cyclic process that adopts a five-year approach. During planning, a joint situation analysis of children and women is done by both the Government and UNICEF. The situation analysis consists of interviews with the key stakeholders who include the rural folks, non-governmental organisations, government officials and other beneficiaries. The results/lessons learnt are used in improving the situation of children and women through the formulation of objectives and strategies for child survival, development, protection and participation.

This is a diagnostic exercise irrespective of the social class of the stakeholders for a better understanding of the conditions affecting them.

The UNICEF Country Representative believes that to distil clearly the main problems affecting women and children, UNICEF identifies the opportunities for change and partnership alliances or networking themes. During the strategy formulations, it identifies what needs to be addressed, that is, the priority areas, how to address them, with whom, the resources required and who plays which role.

The sectoral interventions within which UNICEF can assist the Government of Kenya are identified from the situation analysis. This is based on the requirement to target the most vulnerable groups, reduce disparities in access to basic services and work within the framework of child rights as set out in the Convention on the Rights of the Child (CRC).

UNICEF is also involved in the review of data, for example those for censuses, health and demographic surveys in order to respond to the specific needs of the host country at particular time. Focus is on the priority needs of children and women particularly the vulnerable and disadvantaged groups.

During the interview it was sited that no blueprint document to determine UNICEF's operations. UNICEF is not a technical agency but responds to a country's priority areas. Its programmes are multi-sectoral and multi-faceted in the sectoral areas of education, health, nutrition, water and sanitation (environment, personal hygiene)

Crosscutting support is also directed to policy and planning including monitoring, evaluation, information and communication (social mobilisation, private sector mobilisation, advocacy and management of the organisation). Each of these areas has a priority in the HIV/AIDS agenda in order to respond to the new challenges. All programmes respond to emergency issues in order to ensure sustainability. The agency's projects are of a national coverage based on the principle of universality, that is, no exclusion of a child.

An example was given in 2002, whereby UNICEF selected three learning districts (Kwale, Nairobi and Garissa) in order to implement government policies to the full to learn lessons on the applicability and its costs to enrich policy dialogue in the country. Currently, core resources are directed to HIV/AIDS, where 80% of this goes to the districts rather than at the national level in order for the impact to be closer to the ground. The regular resources are calculated based on the infant mortality rate, gross national product and the child population. UNICEF raises supplementary and emergency funds to respond to drought, conflicts or outbreaks from donors who want to support programmes in the country.

The head explained that the Government of Kenya and UNICEF programme of co-operation operates at three levels. At the national level, emphasis is on advocacy on behalf of children and women by creating more awareness among government policy makers. At the national sectoral level, focus is on, assisting the government to reach established targets related to global goals of health, education and water for all. While at the district level, within the framework of Kenya's District Focus for Rural Development Strategy, the programme has emphasised the survival and development of the most disadvantaged children and the improvement of the socio-economic well being of the most disadvantaged women. This has been done in rural districts (South Nyanza, Baringo, Kitui, Embu and Kwale) and Kenya's 3 major urban centres (Nairobi, Mombasa and Kisumu).

In many UNICEF assisted projects emphasis is on self-help. For example the Kibera Self-help Orphan's project in the slums of Nairobi which prepares children whose parents have died of AIDS by teaching them how to care for themselves.

The UNICEF agency head expressed concern on the scope of work, which has become complex due to the human rights issues that advocate for partnership arrangements to ensure full consultation with the Government, civil society and the private sector in designing priorities. This is very expensive because you have to invest financially in the civil society capacity in order to get their response. With the introduction of the

Millennium Goals conferences and summits, things have become more complex for the agency. The predominance of the American culture and foreign policy which links development to their war efforts and terrorist issues has made the level of solidarity and commitment to dwindle.

In conclusion, UNICEF is involved in both the economic and social domains of development. Socially, UNICEF targets the most vulnerable groups of women and children; it reduces disparities in access to basic services and promotes the child rights. UNICEF has priority in the HIV/AIDS agenda, responds to emergency issues to ensure sustainability and assists governments to reach global goals of health, education, nutrition, nutrition and water for all. Its emphasis is on self-help.

In economic development, UNICEF meets the needs of communities in simple cost-effective ways that are locally sustainable, contributes to data in censuses, health, demographic surveys and supports policy and planning. UNICEF invests in women and children programmes and projects in the country.

### 5.1.3 United Nations Drug Control Programme (UNDCP)

UNDCP is stated to have began its operations in Kenya in 1988. Its main thematic areas are in the reduction of drug trafficking in terms of supply and demand. The UNDCP agency head in Kenya explained that since inception, the UNDCP has through various national and regional projects primarily in the sectors of drug demand reduction, national law enforcement and control capacities tried to support the Government of Kenya and non-governmental organisations to improve the deteriorating situation. The Kenya Government has recognised the escalating problem and established the Narcotics and Psychotropic Substance Control Act in 1994.

In May 1999, the Government of Kenya with the assistance of the UNDCP Regional Office of Eastern Africa (ROEA) organised a National Drug Master Plan workshop with the purpose of setting out a national policy and institutional framework for addressing the drug problem. It was stated that the programme mainly acts as support to the police and

judicial system in the formulation of laws to help stop drug trafficking. UNDCP concern is with the human aspect and not just arresting those affected and putting them in jail, which is not an adequate step. The other components include the treatment, rehabilitation and the social reintegration of the victims into society.

The agency head explained that the UNDCP in Kenya is also involved in the training of the police and equipping the police force and custom authorities for the detection of drugs. In emphasising demand reduction, the UNDCP works with the NGOs to provide treatment and rehabilitation support to the victims. These NGOs create awareness through the rallies and seminars. The UNDCP according to the agency head in Kenya works with the private health institutions because on its own it does not implement; it only supports other implementing agencies.

It was stated that the stakeholders themselves inform the agency when they realise the need for help. The UNDCP initiatives are informed by the three main conventions, which are the 1961- Convention on Narcotic Drugs, 1971- Convention on Psychotropic Substances and the 1988- Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances.

The UNDCP puts into consideration the following factors when choosing the programmes to undertake. This include how it will assist in human development, its sustainability, its practicability, availability of the resources and the fact that the programme should also be such that most of the resources go to the beneficiaries.

The other projects include capacity building for governments and non-governmental organisations for demand reduction. For example the illicit control capacity in East Africa which sensitises the government to reduce the misuse of medicinal drugs by instituting control through computerised data control to know what is coming in, what is used and how it is finally ending up.

It was mentioned that the UNDCP has projects with the Kenya Scouts that build in them the capacity to recognise the drugs and the symptoms of the users through awareness creation. The other UNDCP project is that of the Local Expert Network which involves experts in psychology and treatment that are used to fight against drug use.

The UNDCP agency head explained that the agency was experiencing an expansion of the challenges; the situation has worsened despite the fact that it has put a lot of resources into the training and equipment. There are now more crimes related to drug use and HIV/AIDS is now commonly spread in Kenya through intra-venous drug use especially in the coastal regions. The projects of the UNDCP are spread nationally though they are concentrated in some regions where the problem is worse like in Mombasa.

It was projected that the UNDCP is that Kenya will be forced to adopt the fourth global theme of 'crop substitution' whereby farmers who grow drugs will have to be given incentives to grow food crops or other cash crops. The situation will be more complex because with an increased misuse of drugs comes in the political (Corruption) dimension of the problem.

The UNDCP in Kenya has had to devise new ways to curb drug trafficking through working with the postal union in the detection of the drugs. History shows that the main concern in Africa is with drug trafficking. But, the challenge faced by UNDCP is the fact that new ways have evolved for making these drugs such that they are not just grown but they are also manufactured in the laboratories.

The other concern put forward was the fact that the UNDCP has mandates, which are at times dictated to it by the donors. The main challenge is the fact that the donors are concerned only with drug trafficking; while the aspects of treatment and rehabilitation do not attract resources. The main thematic areas of the UNDCP in Kenya include those of judicial support, that is, advocacy, assisting in making laws and drafts of the legislation. Projects under judicial support involve the 'Training for Judicial Casework for Eastern and Southern Africa' and demand reduction through awareness creation. Here the

UNDCP supports the government and NGOs to build the capacity to suppress the demand for drugs. The head also expressed concern on the case that in Kenya most laws related to demand reductions are not operational instead the victims are just taken to Mathare Mental Hospital.

It was concluded that the UNDCP supports social development by being concerned with the human aspect of drugs, that is, treatment, rehabilitation and social integration of the victims, promotes awareness creation, assists in capacity building of the government and non-governmental organisations for demand reduction. Economically the UNDCP restores the human and financial resources lost to drug use.

#### 5.1.4 United Nations Fund for Women (UNIFEM)

UNIFEM was established in Kenya in 1993 though its presence was felt earlier in the country for instance through the 'Nairobi Forward Looking Strategy'.

"Its operations are small funds in terms of finance, human resources and the fact that it is a newly formed agency. This UNIFEM office in Kenya is a regional office" described the UNIFEM Regional Director.

From the interview the objective of UNIFEM is that of women empowerment and gender equality. It deals with a cluster of the population. That its dual mandate is that of mainstreaming gender and equity issues within the United Nations system and to work with the Government of Kenya, civil society and non-governmental organisations. It provides financial and technical assistance to innovative programmes and strategies that promote women's human rights, political participation and economic security. UNIFEM works in partnership with UN organisations, governments and NGOs and networks to promote gender equality (UNIFEM, 1998; 2001).

It was pointed out that UNIFEM's programmes are women specific and that they are decentralised advocacy programmes. The African Women in Crisis Umbrella Programme (AFWIC) is one of the strategies of UNIFEM to promote a gender sensitive and

development oriented response to complex emergencies in Africa. AFWIC entry points are in health, food security, and protection from abuse and legal status of refugees and displaced women.

These issues are thought to provide opportunities to interface with development and emergency organisations in addressing both the practical and strategic needs on women in crisis. The programme is strategically designed to enable UNIFEM to support quick responses and immediate assistance to women in crisis throughout Africa and to place African women at the centre of the search for solutions (UNIFEM, 1994).

UNIFEM also facilitates the 'National Facilitation Initiative (NFI)', a project conceived in 1996, but actual project activities began in April 1998 with the UNIFEM office in Nairobi being selected as the secretariat of the initiative. NFI is a post Beijing strategy to provide a mechanism, for co-ordinating activities on the implementation of the Platform for Action among various stakeholders in Kenya (UNIFEM, 1998; 2001).

It was explained that the project is intended to increase co-ordination in priority setting, advocacy and implementation of the platform between the government, national and grassroots level non-governmental organisations and other donor agencies. The initiative is also designed to facilitate mainstreaming initiative for incorporating the Platform for Action (PFA) in national policy and implementation framework.

The focus of UNIFEM since the Beijing Conference in 1995 has been to assist in the implementation of and advocacy for the Beijing Platform of Action. This has led to UNIFEM working closely with women's networks, policy makers and grassroots women to develop strategic plans for the platform's implementation and evaluation. This has been done through the National Facilitation Initiative for the implementation of the PFA and the Advancement of Women in Kenya (UNIFEM, 1999).

Based on information from one of the key informants, UNIFEM has a Trust Fund in support of actions to eliminate violence against women. It is this fund that helped support

a pilot project of 'Alternative Rite of Passage' a ceremony in which female circumcision is replaced with education of self-esteem, health and women's empowerment. As a result of the project some communities abolished FGM. The Trust Fund is an important and strategic part of UNIFEM's work on gender-based violence. Its primary goal is to identify and support innovative projects aimed specifically at preventing and eliminating violence against women.

As a result of the Trust Fund, it was confirmed that UNIFEM is learning about a range of effective projects and interventions to address violence against women, and plans to share this information widely within the UN system, with governments, and among women's and human rights organisations.

It was explained that UNIFEM's efforts have been as well experienced in support of the preparation of a Domestic Violence Bill. The Bill for the first time defines domestic violence to include physical, sexual and mental abuse, as well as, harassment. It calls upon the government to set up a special Domestic Violence Family Protection Fund to support victims with medical treatment, basic necessities, counselling and legal assistance.

UNIFEM Kenya efforts have, for example, been felt in facilitating the participation of gender and environment experts at meetings of UNDP's Capacity 21 programme a programme aimed at capacity building and formulation of sustainable development policies. It was stated that UNIFEM supports Capacity 21 in providing a gender focus in its work and establish contacts with local women's movements.

In Africa, UNIFEM's ongoing programme of support to African women is elaborated under a regional framework of the Africa Investment Plan (AIP). AIP's main thrust is support to African women in ways that respond directly to their needs while addressing the gender-responsiveness of macro policies and institutions that define national and regional development.

UNIFEM has adopted a new programme strategy, designed and guided by an empowerment framework, based on promoting women's rights, opportunities and capacities. Within this framework, UNIFEM's focus is on three areas of immediate concern. These were stated as to strengthen women's economic capacity as entrepreneurs and producers, especially in the context of the new trade agenda and emergence of new technologies. Emphasis is secondly on engendering governance and leadership that increase women's participation in decision-making processes that shape their lives and thirdly focus is on promoting women's human rights to eliminate all forms of violence against women and transform development into a more peaceful, equitable and sustainable process.

UNIFEM is involved in social development by supporting women empowerment, gender equality, health, food security, protection from abuse and legal status of refugees and displaced women, engenders governance and leadership that increases women's participation, and promotes women's human rights. Economically, UNIFEM provides financial and technical assistance and strengthens women's economic capacity as entrepreneurs and producers.

Table 3.0: The Social and Economic Contributions of the UN Development Group

UN Agency	Social Development	Economic Development
UNDP	Women, children, poverty, food security, shelter, health, education, emergency, sustainable development, good governance.	Employment, technology, training, policy, investments.
UNICEF	Women, children, child rights, education, health, water, nutrition, sanitation, emergencies.	Censuses, surveys, policy and planning, self-help, investments.
UNDCP	Health, rehabilitation, social integration, drug control, crime prevention, capacity building.	Saves human and financial resources.
UNIFEM	Women, health, food security, displaced women, women's human rights, capacity building.	Financial and technical assistance, innovative projects.

Source: Own field data (2002)

The table shows a summary of UN Development Group contributions to social and economic development in Kenya as represented by the four agencies discussed above. It should be remembered that the social and economic contributions are inextricably linked to an extent that the classification can not be clear-cut because a contribution in one category leads to the other. An issue like health has both the social and economic implications. The UN (2000) categorises health as a social contribution to development yet preventive health saves the resources that would have been used for treatment and the manpower lost due to absenteeism, which have economic implications to development.

All the agencies discussed in this category, that is, the UNDP, UNICEF, UNDCP and UNIFEM are involved in the provision of health while three quarters of them are involved in efforts towards the advancement of women excluding the UNDCP.

The UNDP contributes to economic development through efforts aimed at sustainable development, support to policy, special purpose funds, projects that generate employment opportunities, and promotes people's access to technology and training. In social development, the UNDP participates in efforts aimed at the advancement of women and children, health, reducing poverty, food security, provision of shelter, education and other basic services, sustainable development, and support during emergencies.

The UNICEF participates in both the economic and social domains of development. Socially, it targets the most vulnerable groups of women and children; it reduces disparities in access to basic services and promotes the child rights. UNICEF has priority in the HIV/AIDS agenda, responds to emergency issues to ensure sustainability and assists governments to reach global goals of health, education, nutrition and water for all.

In economic development, UNICEF meets the needs of communities in simple cost-effective ways that are locally sustainable, contributes to data in censuses, health and demographic surveys, and supports policy and planning. UNICEF invests in women and children programmes and projects in the country. Its emphasis is on self-help.

UNDCP on the other hand supports social development by being concerned with the human aspect of drugs, that is, treatment (health), rehabilitation and social integration of the victims, promotes awareness creation, assists in capacity building of the government and non-governmental organisations for demand reduction. Economically the UNDCP restores the human and financial resources lost to drug use.

Finally, UNIFEM is involved in social development by supporting women empowerment, gender equality, health, food security, protection from abuse and legal status of refugees and displaced women, engenders governance and leadership that increases women's participation, and promotes women's human rights. Economically,

UNIFEM provides financial and technical assistance and strengthens women's economic capacity as entrepreneurs and producers.

It can be concluded that the UN development group is concerned mainly with the provision of basic social services, the development of the human capacity, special consideration for women and interventions in emergency situations like during epidemics, drought and currently support the fight against the HIV/AIDS scourge.

## **5.2 UN Funds and Programmes**

The UN agencies in Kenya grouped under this category deal with operational activities for development in their programmes. This include the UNHCR, the New Integrated Drylands Development Programme, OCHA, UNON, and UNIC. This section only discusses three agencies, that is, the UNHCR, the New Integrated Drylands Development Programme and OCHA that were selected randomly.

### 5.2.1 United Nations High Commissioner for Refugees (UNHCR)

UNHCR began its operations in Kenya in 1972 though at that time the number of refugees was not an issue but a culmination of many individual refugees. Its actions according to its agency head in Kenya are anchored on the humanitarian type and protection work with a mandate to lead and co-ordinate international action to protect refugees and resolve refugee problems worldwide.

UNHCR's primary purpose was expressed as to suggest the rights and well being of refugees. It strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another state, with the option to return home voluntarily, integrate locally or to resettle in a third country.

The protection of an estimated 20 million uprooted people was stated as the core mandate of UNHCR. The agency does this in several ways using the 1951 Geneva Refugee Convention as its major tool, it ensures the basic human rights of vulnerable persons and these refugees cannot be returned involuntarily to a country where they face prosecution.

The policy of the UNHCR according to the agency head is in legal protection, solutions for refugees, material and physical safety of the refugees. It specialises in the legal and diplomatic type of work, relief food, shelter and health care in a project style, personal security and the development of individuals. The solutions that UNHCR offers was explained as being in terms of resettlement, repatriation, community development, capacity building of the host community and re-forestation.

The major concern expressed was that UNHCR has experienced a change in a number of factors. In the 1970s to late 1980s it offered personal juridical and social interventions, camps were not there and resources were not mobilised. In the 1990s, budget/resource mobilisation for subsistence and documentation became an issue. There was need for service delivery and projects started emerging and all these involved resources.

UNHCR undertakes yearly programmes with no financial continuity as explained by its agency head. Programmes are not thematically structured but on project basis. It involves other implementing partners in planning and strategizing of the projects like the other UN agencies. All its activities are defined by the location/situation of the refugee population. An example showed that most refugees in Kenya are situated at Daadam in Garissa or Kakuma in Turkana and this is where the agency's activities are concentrated.

Between the years 1993 and 1996, the current UNHCR agency head feels that the general pattern has increased but a lot of movement has been experienced. Activities have declined due to a number of reasons like hosting fatigue (exhaustion of the hosting communities), inadequate resources despite the volumes of project resources; more burdens are left to the host government, a hardening of policy and, the lack of prospect for a solution for the countries of origin.

It was projected during the interview that further incoming of refugees will intensify the problem. Donor fatigue was expressed as one of the challenges that UNCHR is struggling with at the moment.

UNHCR is socially concerned with the legal protection and solutions for refugees in terms of human settlements (shelter), health care, and social integration of the refugees. Economically, the agency is involved in community development, capacity building for the host community and advocate for the reparation of the victims.

### 5.2.2 The New Integrated Drylands Development Programme

UNSO started its operations in 1973 due to the severe droughts in the early 1970s. Its headquarters has been in the New York but later on the headquarters moved to Kenya. Information gathered showed that since 1995 UNSO in Kenya has been operating on a global mandate, that is, desertification and dryland issues. The main focus of this agency is on the dryland programme of the UNDP whose main theme is the sustainable development of the drylands. Kenya is one of the main clients of UNSO because 88% of the country is dry land.

The new integrated Drylands Development Programme by the UNDP's Drylands Development Centre formerly known as, Office to Combat Desertification and Drought-Sudano-Sahelian Office (UNSO) is believed to have come at a pertinent time reflecting the recent shift of policies within the UNDP. According to the head of the agency, this marks a significant change within UNSO to programme based assistance, and moving from generalised support to focussed assistance on issues critical to dry lands development and the implementation of the United Nations Convention to Combat Desertification (UNCCD)

It was explained that the agency aims to support all levels of decision-making related to dryland issues by combining policy analysis with institutional capacity building and concrete programme interventions. The New Integrated Drylands Programme leads to three outcomes, that is, dryland and environmental issues reflected in national policy and planning framework, vulnerability of poor populations to climatic shocks in drylands reduced and adaptation to climate change improved and dryland populations benefit from systems of good local governance for national resource management.

The programme is said to achieve these outcomes through a number of outputs to enhance central and local capacity for monitoring of and responding to drought. It integrates environment and dryland issues into the Poverty Reduction Strategy Papers (PRSPs) and into the UNDP planning framework and promotes good governance for natural resource management within national policy frameworks.

The outcomes and their associated outputs are aimed at achieving the programme's overall goal of reducing poverty through the sustainable development of drylands leading to reduced vulnerability and improved livelihoods. By improving the understanding of the relationship between the environment in drylands and the livelihood conditions of their populations, and emphasising the productive potential of drylands, it is expected that better decision making processes will provide the correct policy, legal and institutional framework for the sustainable development of drylands.

The UNDP New Integrated Programme for Drylands Development is believed to be a culmination of detailed consultations undertaken by the United Nations Development Programme Office (UNDP) to Combat Desertification and Drought (UNSO) now the UNDP'S Dryland Development Centre with a wide cross section of stakeholders and countries. It represents a new UNDP strategy on drylands development and support to the United Nations Convention to Combat Desertification and Drought (UNCCD). The agency will now focus on a more programmatic approach.

A key informant expressed her view that the agency has had great influence in one of the country's programme of 1994 to combat Desertification. It was projected that the agency will shift from being a project support organisation to policy support through the country office.

The agency works in respect to the UNDP. For example it was revealed that the New Integrated Drylands Programme has been of great support to the 'Promoting Farmer Innovation Programme (PFI)', developed by the UNDP. The challenge of this programme has been how to achieve poverty reduction at a local level while still actively

involving relevant government ministries, non-governmental organisations (NGOs), and extension workers. PFI has demonstrated that it is possible to convert the rhetoric of the Convention to Combat Desertification (CCD) into action: it has shown how the indigenous environmental knowledge of the rural poor in dry areas can be harnessed (UNSO, 2001).

In the past the UNDP, through UNSO, has worked with governments, NGOs civil society and other development partners in a variety of project areas. The agency head explained a shift in the past few years whereby it has concentrated on assisting countries to develop action programmes at national and sub-regional levels.

### 5.2.3 United Nations Office for the Co-ordination of Humanitarian Affairs (OCHA)

OCHA was requested in June 2000 to establish an office to ensure co-ordination among UN agencies in their response to the drought. It commenced its work in September 2000. Consequently the Inter-Agency Donor Alert for the Drought 2001 was elaborated and launched in mid-February.

According to an unpublished document 'OCHA in Kenya,' OCHA has the mandate to co-ordinate assistance in humanitarian crises that go beyond the capacity and mandate of any single agency. It works with government, international organisations, NGOs, other UN agencies and individuals to ensure that there is a coherent framework within which each actor can contribute effectively and promptly to the overall effort.

Co-ordination of the drought effort has been well handled by the Office of the President and through the establishment of the Kenya Food Security Co-ordination System and various forums and meetings, which are well supported by the humanitarian community.

OCHA aims at supporting the already existing efforts, impact assessments, as well as identifying gaps, and facilitating the flow of information. Its activities involve improving co-ordination by identifying with the Office of the President and partners on how to improve the existing co-ordination, close liaison and consultations amongst the UN

agencies, the Resident Co-ordinator, NGOs and donors on humanitarian actions, co-ordinating assessment missions, participation in the establishment of a conflict resolution steering groups, organising the safety and security workshop for NGOs and, inter-agency assessments.

OCHA is also involved in assessment missions for example education assessment trips; fact-finding trips to co-ordinate the impact assessment missions. It takes part in the transitional and recovery period like; participation in the PRSP process, co-ordination with the Office of the President and other agencies to look at how to structure recovery and, transitional activities to ensure the coping mechanisms of the drought affected populations are shored up to covert future crises.

Resource mobilisation/liaison with donors through activities as the elaboration of and launching the Donor Alert for the Drought in Kenya and the Regional Appeal, the drafting of press releases and organising press conferences, gathering and monitoring pledges and contributions to the drought operation and donor alert and, the bilateral meetings on specific funding issues.

OCHA is of relevance in enhancing information flow through compiling the Kenya Humanitarian Update on a regular basis and ensuring wide dissemination through electronic mail and internet posting, establishing information network, and compiling contact lists of NGOs and donors with areas of sectoral interventions and mapping.

Finally, OCHA and the UNDP currently support the United Nations Disaster Management and Co-ordination Unit for Kenya (DMCU)-Jan-Dec2002 which is a programme in Kenya that deals with any kind of natural or man-made disaster. Its main objective is the co-ordination of Humanitarian Assistance.

OCHA's activities are aimed disaster management. Socially it co-ordinates assistance in humanitarian crises and in information flow. Economically the agency is involved in resource mobilisation/ liaison with the donors.

Table 4.0: The Social and Economic Contributions the UN Funds and Programmes

UN Agencies	Social Development	Economic Development
UNHCR	Legal and physical protection, solutions, human settlements, healthcare, social integration, relief food, capacity building.	Community development, reparation.
The New Integrated Drylands Development Programme	Reduced vulnerability, improved livelihoods, poverty, dry lands, sustainable development.	Employment, policy, investments.
OCHA	Co-ordinates assistance in humanitarian crises.	Resource mobilisation, communication.

**Source: Own Field Data (2002)**

The table above shows a summary of the social and economic contributions of the UN agencies that belong to the UN funds and programmes. The agencies discussed under this category, that is, the UNHCR, The New Integrated drylands Programme and OCHA focus on making specific contributions in development directed to a marginal category of people, situations or regions.

UNHCR is socially concerned with the legal protection and solutions for refugees in terms of human settlements (shelter), health care, social integration and refugee rights. Economically, the agency is involved in community development, capacity building for the host community and advocate for the reparation of the victims.

The New Integrated Drylands Development programme is involved in both social and economic development. Socially it ensures reduced vulnerability and improved livelihoods of the people in drylands, it puts in place the correct policy, legal and

institutional framework for the sustainable development of drylands, and poverty reduction. Economic development is expressed through projects and programmes that are income generating and support policy related to the drylands.

OCHA's activities are aimed disaster management. Socially it co-ordinates assistance in humanitarian crises and in information flow. Economically the agency is involved in resource mobilisation/ liaison with the donors.

### **5.3 UN Specialised Agencies**

The UN Specialised Agencies are engaged in providing support and assistance to the development efforts in the country. This category is comprised of ICAO, ILO, UNEP, WHO, UNESCO, FAO and UNIDO. Only the social and economic contributions of four of these organisations are discussed in this section. These include the UNEP, WHO, UNESCO and UNIDO.

#### 5.3.1 The United Nations Environment Programme (UNEP)

The United Nations Environment Programme has been in Kenya for the last 30 years. The UNEP staff in Kenya agree to the fact that the key development themes of their organisation can be summarised through its mission statement as summarised by one of the divisional heads as,

*'To provide leadership and encourage partnership in caring for the environment by inspiring, informing and enabling nations and people to improve their quality of life without compromising that of future generations'*.

It is part of the UNEP's mandate to serve as the co-ordinator of environmental issues and as a catalyst for environmental actions and awareness within the United Nations system. UNEP's activities were said to involve the analysis of the state of the environment and assess environmental trends, provide policy advice, early warning information on environmental threats, and to catalyse and promote co-operation and action, based on the best scientific and technical capabilities available.

A key informant described the UNEP as an organisation that furthers the development of environmental law aiming at sustainable development, including the development of coherent linkages among existing environmental conventions. It also advances the implementation of agreed international norms and policies, to monitor and foster compliance with environmental principles and international agreements and stimulates co-operative action to respond to emerging environmental challenges.

The UNEP aims to strengthen its role in the co-ordination of environmental activities in the United Nations system in the field of the environment as well as its role as an implementing agency of the Global Environment Facility, based on its comparative advantage, scientific and technical expertise.

One of the heads asserted that the UNEP promotes greater awareness and facilitates effective co-operation among all sectors of society and actors involved in the implementation of the environmental agenda, and to serve as an effective link between the scientific community and policy makers. UNEP provides policy and advisory services in key areas of institution building to governments and other relevant institutions.

“UNEP’s fields of activities are those of air pollution control (climate change mitigation), soil preservation (Ecosystem management) and provision of environmental information (publications and government agencies). The Governing Council sets its overall policies and priorities, taking into account region-specific need environmental plans of action and environmental conventions and protocols. Once the strategic planning has determined the areas of UNEP operations (as set out in the proposed programme of work) and the work programmes have been approved, projects are developed” explained a key informant.

A properly planned project is viewed as one that addresses the existing situation and describes the opportunities to be taken or the current problems to be solved. Careful attention has to be paid to the relationship between stakeholders and beneficiaries when formulating projects to ensure projects deliver relevant results to those that need them and are able to use them.

The UNEP projects as explained by a divisional head must be in line with a particular format, which includes needs, results, outputs and activities. The emphasis of the design is based on a process, which should be considered right from the project idea and the development of needs, to the setting of the results and outputs. The projects must be checked for sustainability in all possible ways before start-up. The economic and social factors are also considered in the formulation and implementation of the projects.

The factors determining the project selection, design and implementation by the UNEP according to one of the key informants have been more or less the same over the years except for new issues that tend to have some influence for example the issue of gender awareness.

UNEP's projects activities are implemented based on the needs of different areas and are not distributed on a geographical basis. It was not easy to pin point a region within which most of the agency's development activities are concentrated since different regions have different needs and project activities are implemented based on these needs.

Generally there has been an increase in the number of UNEP's projects due to several reasons ranging from the effects of population increase to the emerging environmental issues. The main challenges facing the project activities of the UNEP in Kenya were mentioned as including the rapid population growth, urbanisation and industrialisation.

In the context of several new developments in Kenya and Africa as a whole the future direction of UNEP activities are being reviewed. This is being done through four levels: policy-setting influences in the process of sub-regional integration, programmatic, project levels, and capacity building.

UNEP is the lead agency concerned with the environmental issues. Its efforts in social development result into climate change mitigation, ecosystem management and promotes greater awareness on environmental issues, for example early warning information on environmental threats. Economically the UNEP furthers environmental laws/ policy

### 5.3.2 World Health Organisation (WHO)

The World Health Organisation has existed in Kenya since 1964. Its key development themes were stated as being health for all people humanitarian actions like during epidemic and emergencies, and contribution to poverty reduction through UNDAF, Government, and the Poverty Reduction Strategy Paper (PRSP).

The main factors that WHO considers in its project/programme selection, design and implementation, were expressed by its agency head in Kenya as issues that are of national concern and priority. These include packages in the National Health Sector Strategic Plan (NHSSP) and Kenya Health Policy.

“These factors have not been static, they have been changing in accordance with the health sector reform needs, the new sector policy documents, the socio-economic dynamics of Kenya and global politics, Millennium Declaration goals, United Nations Development Assistance Framework (UNDAF), the World Health Assembly Resolutions (WHA), and Regional Committees Resolutions (RC).

Within the Common Country Strategy (CCS), programmes were pointed out to be contracted to six thematic areas namely organisation of health systems, disease, health lifestyles and sustainable development, health and environment, and essential drugs and blood safety.

WHO projects are distributed nationally, though they might be undertaken at times in a few learning districts or where epidemics or disaster occurs. Its planning cycle is biennial and has some annual work plans. Over time WHO’s programmes have been steady, that is, they have not been increasing nor declining but now through the CCS WHO’s operations are more focussed to the six thematic areas.

Some of the factors that are of influence to the trend in the number of programmes were sited as the fact that WHO wants to be result-oriented through CCS and is also influenced by UN reform and Government of Kenya health sector reforms. It was projected during

the interview that WHO's activities will follow Kenya's NHSSP and the PRSP. Focus will be on poverty reduction, contribution to the country's sustainable development and address recommendations of the Millennium Declaration Goals (MDGs). Currently WHO collaborates with UNICEF and UNAIDS in the fight against HIV/AIDS.

The World Health Organisation is concerned with social development through efforts aimed at poverty reduction, promotion of the country's sustainable development, organisation of health systems, disease prevention, eradication and control, health promotion, health lifestyles, healthy environment, essential drugs and blood safety. Economic contributions accrue through disease prevention, eradication and control from the restored financial and human resources.

### 5.3.3 United Nations Educational, Scientific and Cultural Organisation (UNESCO)

Established in 1965 as Regional Centre for Science and Technology, the office in 1973 altered its name to Regional Office for Science and Technology in Africa (ROSTA). The Office got its present name, UNESCO Nairobi Office, in 1995, in conformity with the current designation of all Field Offices of UNESCO.

Since 2001 it was expressed by the UNESCO agency head in Kenya that the office is functioning as a cluster Office in all of UNESCO's fields of competence for Burundi, Kenya, Rwanda and Uganda. However, the Office remains a Regional Office for Science and Technology, covering all of Sub-Saharan Africa. In Kenya its present 'line ministry' is the Ministry of Education, Science and Technology. Its activities are organised on a regional basis for several countries and also those specifically for Kenya. These include, postgraduate fellowships, university organisation of local conferences and grants to attend international meetings/conferences.

The main objective of UNESCO was pointed out as contributing to peace and security in the world by promoting collaboration among nations; through education, science, culture and communication in order to further universal respect for justice, for the rule of law and for human rights and fundamental freedoms which are affirmed for the peoples of the

world, without distinction of race, sex, language or religion, by the charter of the United Nations. Its main themes were stated as those of science and technology.

To fulfil its mandate, it was asserted that UNESCO performs five principal functions. It carries out prospective studies, promotes the advancement, transfer and sharing of knowledge, standard-setting action, provides the expertise and exchange of specialised information. Since 2001 it was observed that re-orientation has been towards making each office of UNESCO multi-sectoral for the purposes of education, science, culture and communication.

UNESCO operates through research/fellowships whereby documents of the studies are availed to them. Its activities were viewed as fairly distributed in Africa though Kenya receives a disproportionate share of the total. Its partners include universities and research institutions.

The agency head explained the factors that inform the activities carried out by UNESCO in Kenya as including proposals and realities in the field, for example in Africa the main issues of concern are poverty, ignorance and disease. In the 1960s to early 1980s, UNESCO was mainly involved in the training. Currently the focus is on leveraging, that is, providing partial support in the hope that others will join to provide supplementary support (catalytic support).

“UNESCO has experienced an expansion in terms of the number of projects but the size of the budget has been on the decline given the nature of the activities. Its budget is fixed yet the problems and needs in Africa are on the increase for example HIV/AIDS, education-enrolment issues” stated the agency head.

In the year 2000, UNESCO Nairobi Office supported the first phase of a project on ‘Environmental Action Learning for Waste Management’ in low-income settlements in the east of Nairobi. In the area of natural science it was revealed that UNESCO has had a project in the enhancement of water supply and food security through integrated water

resources management. The project sought to enhance water supply for domestic use and small-scale irrigation through an integrated management of water from seasonal rainfall.

In social and human sciences, it was mentioned that UNESCO has tried to understand street children through research, interventions and literature review on poverty, focusing on children's welfare, as conducted under the auspices of the UNESCO chair, Department of Sociology, University of Nairobi which has revealed critical structural, cultural and organisational gaps among the roots of poverty.

In the area of culture, UNESCO promotes the reading culture. It has also been involved in the promotion of the National Museum of Kenya, which has over the years proved to be an international research centre of excellence, as well as, a leading national institution that deals with socio-political and economic issues.

UNESCO's focus currently as expressed by the agency head is on the role of education in the prevention of HIV/AIDS, the urgency of a New Preventive Education, UNESCO's strategy for HIV/AIDS preventive education and the commitment of the UN to fight the scourge. Future projections indicate that UNESCO will remain the same, as before in terms of being active in issues to deal with education, science and technology and its partners will also be the same. It was sited that, 'Education for All (EFA)' basic education for everyone by the year 2005 is the single most important activity.

One of the challenges UNESCO attempts to address was described as the fact that Africa lacks scientists and has not realised that poverty reduction can take place through wealth creation by the use of technology.

In conclusion UNESCO is a UN agency that contributes to economic development through its promotion of science and technology. In the social arena, UNESCO's efforts are through its involvement in culture, communication, education and health (HIV/AIDS).

#### 5.3.4 The United Nations Industrial Development Organisations (UNIDO)

UNIDO has been in existence in Kenya since 1969. Its main vision is viewed as to improve the living conditions of people and promote global prosperity through offering tailor-made solutions for sustainable industrial development of developing countries with economies in transition.

According to a key informant's view, developing countries and economies in transition face numerous challenges in their industrial development and modernisation. Industry needs a supportive climate for growth, managers must make industries more competitive to sell more of what they make especially abroad, while the industrial base must be expanded to generate increasingly more productive jobs, all this in the era of global volatility and constant change.

One of the concerns raised was that to meet such challenges, governments, institutions and industries wrestle with typical, common problems like difficult policy choices, the need for good governance, obsolete technology, lack of investment, lack of skilled workers, poor export performance and exacting international quality standards.

It was stated that UNIDO has been working with the governments, business associations and individual companies to solve industrial problems and equip them to help themselves. It strives to strengthen industrial development in three broad categories of the industry's role in the economic structure, that is, in production technology, production processes and production efficiency, and the enabling environment for industrial growth.

UNIDO's mission is to help the country pursue sustainable industrial development (UNIDO, 2000). But sustainable industrial development is not easy to achieve because it means balancing concerns for competitive economy, sound environment and productive employment. For example it was pointed out that the agency has been of support to women entrepreneurs in Nairobi and Thika, though this type of projects need long term commitment by donors and recipient governments, since it takes time to build national capacities to the level required to assure sustainability.

Since 1969, evidence by a key informant showed that UNIDO has implemented more than 100 projects in Kenya and presently, there are six on going projects with a total value of US \$1,138,416. Its development activities were viewed as being directed at policy, institutional and enterprise levels, which encompass the agro-industries (leather and footwear, textiles, garments, timber products and, salt production). In addition to this, sectoral policy guidance is provided to the Ministry of Commerce and Industry and various other institutions.

It was projected that UNIDO will adopt the UNIDO Integrated Programme for Kenya, which will focus on reinvigorating growth of the economy by strengthening its connection to global trade and investment flows. This will help increase productivity, develop productive capacities in sectors with high export potential, mobilise resources and develop an enabling environment at the domestic level, facilitating trade and promoting private sector investment as well as technology flows.

To fully participate in international trade, it was suggested that the necessary physical and institutional infrastructure and capacity to satisfy the technical requirements of the global training system have to be strengthened.

UNIDO provides tailor-made solutions to today's industrial problems by assisting the government, business associations and the private industrial sector with packages of integrated services addressing three priority areas. These include the promotion of a competitive economy, that is, industrial policy formulation, continuous improvements and quality management, and investment and technology promotion. UNIDO provides sound environment that involves environmental policies, energy efficiency and cleaner production. UNIDO provides productive employment through policies supporting small and medium size enterprises, entrepreneurship development and women entrepreneurs. Through its technical co-operation programmes, UNIDO puts into effect the task of sustaining an economically efficient, socially desirable and ecologically sound pace of industrial development.

UNIDO plays an important role in social development through its support for women entrepreneurs, cleaner production through its projects and programmes aimed at promoting sustainable industrial development. Economically UNIDO supports investments, production technology, production processes and efficiency, skilled manpower, promotion of exports and policy in the industrial sector, provides productive employment and encourages the spirit of entrepreneurship.

Table 5.0: The Social and Economic Contributions of the UN Specialised Agencies

UN Agencies	Social Development	Economic Development
UNEP	Sustainable development, , pollution	Policy
WHO	Health, humanitarian actions, poverty, sustainable development	Disease prevention, eradication and control
UNESCO	Science, education culture, health, communication	Science, technology
UNIDO	Women entrepreneurs, cleaner production/ sustainable development.	Production, technology, efficiency, exports, policy, entrepreneurship, employment, investments.

**Source: Own Field Data (2002)**

Table 5.0 shows a summary of the social and economic contributions of the UN specialised agencies. This category consists of agencies whose contributions are focussed on broad sectors in development that affect the majority of the citizens, that is, the environment (UNEP), health (WHO), education (UNESCO) and industry (UNIDO).

UNEP is the lead agency concerned with the environmental issues. Its efforts in social development result into climate change mitigation, ecosystem management and promotes greater awareness on environmental issues, for example early warning information on environmental threats. Economically the UNEP furthers environmental laws/ policy

The World Health Organisation is concerned with social development through efforts aimed at poverty reduction, promotion of the country's sustainable development, organisation of health systems, disease prevention, eradication and control, health promotion, health lifestyles, healthy environment, essential drugs and blood safety. Economic contributions accrue through disease

In conclusion UNESCO is a UN agency that contributes to economic development through its promotion of science and technology. In the social arena, UNESCO's efforts are through its involvement in culture, communication, education and health (HIV/AIDS).

UNIDO plays an important role in social development through its support for women entrepreneurs, cleaner production through its projects and programmes aimed at promoting sustainable industrial development. Economically UNIDO supports investments, production technology, production processes and efficiency, skilled manpower, promotion of exports and policy in the industrial sector, provides productive employment and encourages the spirit of entrepreneurship.

#### **5.4. Conclusions**

The UN System has substantial contributions to social and economic development in Kenya. The UN Development Group which comprises of agencies such as the UNDP, UNICEF, UNDCP and UNIFEM that contribute to social development in their efforts directed towards women, children, food security, health, nutrition, sanitation, crime and drug control. In economic development this category is involved in technology, training, surveys, policy, human and financial resources.

The UN Funds and Programmes category, that is, UNHCR, the New Integrated Drylands Programme and OCHA contribute to social development through their concern with legal and physical protection, human settlements, social integration, assistance in humanitarian crises, and improved livelihoods. In economic development the group ensures community development, employment, resource mobilisation and encourages investments.

The UN specialised agencies which includes the UNEP, WHO, UNESCO and UNIDO deal with key issues of social development concerning sustainable development, science, health, environment, science, education and communication. Economically, this group enhances disease prevention, technology, entrepreneurship, investments, employment, exports and policy.

## CHAPTER SIX

### THE UNDP IN KENYA: ROLE OF THEORY AND EXPERIENCE

#### 6.0 Introduction

This chapter concentrates on the influence of theory and experiences on the UNDP practice towards social and economic development in the current UNDP programmes that run from 1999-2003. This is in response to the second and third objectives of the study, which are to investigate the extent to which development theory and experiences influence the UNDP practice in Kenya.

The UNDP is a UN agency that belongs to the Development Group category. It is involved in economic development through its efforts in promoting development worldwide. Most of its projects are towards social development in activities that are concerned with reducing poverty, fighting hunger, health, education, research, advancement of women, assistance to children and sustainable development. The UNDP is a key player that has made poverty alleviation its main focus area. It addresses a whole range of factors that contribute to poverty. The heart of the UNDP anti poverty work lies in empowering the poor.

The UNDP merits special consideration as the main body co-ordinating the UN development work (UN, 2000). It is an agency oriented more towards social and economic development activities and also plays the role of an operational arm of the United Nations to serve the interests of the entire operational system. It is also among the oldest agencies of the UN to be established in the country.

The study aims at examining the influence of development theory and experience on the UNDP practice in Kenya. The UNDP in Kenya is the main body of the UN system that is more oriented towards social and economic development. From the study, its

practice is a function of the UN global mission, the UN in Kenya Office in liaison with the Government/key concerns in the development and sectoral plans.

“Experiences” in this case can be defined as the knowledge held by the current UNDP programme officers from their previous places of work or studies that influences their attitudes in the UNDP practice in Kenya. It may relate to the major occurrences in the country (poverty levels, droughts, HIV/AIDS, or the general development trends) or the themes/ priority areas in Government policy documents such as the development plans and sessional papers that are lobbied for organisational adoption.

The UNDP in Kenya has shown some interest in filling the gap that exists in the documentation of its activities and those of the entire system. It is on the basis of this recognition that this study further unearths some detail by studying the UNDP practice in relation to development theory and experiences of its staff.

### **6.1 UNDP Programmes: Influence of Theory and Experiences**

This study looks at the main current UNDP programmes running between years 1999 to 2003 that address its objectives in social and economic development. These programmes are assessed to view whether development theory and experiences or both influence the UNDP practice in Kenya. These programmes include: -

1. Africa 2000 Network
2. Energy and environment.
3. HIV/AIDS and Disaster Management
4. Employment and Sustainable Livelihoods.
5. Global Environment Facility.
6. United Nations Volunteers.
7. Good Governance and Poverty Eradication.

The influence of the experience on the UNDP staff is captured through interviews with some of the UNDP programme officers that are involved in the existing programmes.

The late 1990s experienced a shift in the nature of UNDP programmes. This change can be seen from the current programmes that the UNDP in Kenya is undertaking as indicated by the six primary programmes and projects for the years 1999-2003. These are summarised in a new publication of the UNDP Kenya Office on "Enhancing Participatory Development for Poverty Eradication in Kenya."

The current UNDP projects portray to a greater extent the indicators of the 'Human Development' paradigm. These include the participation of the population, efforts at expanding human capabilities, increasing people's capacity to assert their rights, redefining the value of life to increase respect for life and self-esteem, addressing the different forms of inequalities and the problem of insecurity and, facilitating good governance (UNDP, 2001).

The programme officers of the 1999-2003 UNDP programmes were randomly selected and interviewed in order to gather information on the role of theory and experience on the UNDP practice.

### **6.1.1 The Africa 2000 Network Programme**

The Africa 2000 Network Programme is a UNDP programme that since 1990 supports grassroots initiatives, aims at promoting ecologically sustainable development and alleviating poverty through self-promotion activities, which protect the environment and improve people's living conditions.

The objectives of this programme are to promote ecologically sustainable development through support to micro-projects carried by community groups and non governmental organisations (NGOs), aimed at household security, raised incomes, access to education, health and other social obligations.

The other objective of the Africa 2000 Network Programme is to strengthen local, national and sub-regional organisations engaged in preserving the environment. This programme also provides information and network on most successful practices and projects in the field of sustainable development in view of their replication.

According to its programme officer the strategies adopted facilitate participatory bottom-up approach that motivates people to undertake sustainable management of natural resources by themselves. It as well involves responding to the villagers' needs and efforts so as to enable them to achieve their objectives. The programme provides financial support to help communities undertake activities in the field that enable them realise their objectives. It builds on the local indigenous knowledge and skills and the development of partnerships. The programme is heavily based on the human development approach because it constitutes the elements of this approach as stated by its programme officer. People are at the centre of this programme.

The Kenyan network is one of the twelve such programmes in other African countries. In Kenya the programme has provided grants and technical assistance. The network has supported capacity building in community based organisations, non-governmental organisations, and research and training institutions; training, information dissemination and awareness creation thorough exchange visits to projects with water and livestock development; sustainable agriculture including organic farming; and alternative sources of energy as principal themes of its key interventions.

Previous knowledge has been of great influence to this UNDP programme. The programme officer of Africa 2000 Network has worked both in the Ministry of Agriculture and in the private sector, which enabled him to get in touch with the rural people. The programme officer has also travelled a lot and is familiar especially with the ASAL areas.

The lessons from the previous places of work has enabled him understand the dynamics at grassroots level and integrate them to sustainable interventions. It is easier for the

officer to link what is on the ground and what can be done for the beneficiaries. According to the respondent the main problem is the lack of a direct community based model that can be acceptable by the government. His experience has enabled him understand the real lives of the people living especially in the ASAL.

The expertise of the programme officer has influenced this programme to succeed in empowering the communities to correctly diagnose problems and design sustainable solutions. It has also led to usage and respect for indigenous knowledge and skills. In this case it can be concluded that the officers experience was very relevant at the implementation stage of the programmes. Though the programme was not an idea from Kenya but it originated from Africa, nevertheless the projects adopted were geared to address the Kenyan scenario through the experiences from the grassroots level that the officer had.

#### **6.1.2 The Energy and Natural Resources Management Programme**

The Energy and Environment programme focus is to contribute to the UNDP mission of poverty alleviation and building national capacity for sustainable development through income generating activities with special focus on women. The aim is at energy conservation and control of pollution. The main development themes of this programme are in environment and natural resources and the livelihoods of the people.

Environment and Natural Resources Management Programme's main objective is to alleviate poverty in Kenya through optimum management of the environment and sustainable utilisation of natural resources. It is based on the sustainable development paradigm which is defined as a process of utilisation and preservation of resources so as to bring about development that is economically, socially and ecologically sustainable.

The overall objective of this programme is to support eradication of poverty with community level initiatives that provide the means for survival and improvement of livelihoods without jeopardising the natural resource base. According to Oduol (2001), the programme activities are deliberately formulated to enhance regional and

international co-operation. Particular attention is given to biological diversity, climate change, desertification, and other conventions.

The national policy building blocks on which the programme is based are the National Environment Action Plan (1994), the National Poverty Eradication Plan (1999) and the Environment Management Co-ordination Act (1999). The programme supports Kenya to manage, protect, regenerate and use the environment and natural resources with a focus on the integration of the environment and economic activities into overall sustainable development and poverty eradication.

The programme officer was of the view that the programme was to a greater extent informed by the Earth Summit in Rio (1992), Agenda 21, which bound nations to account for the protection of the environment informs the programme. This programme mobilises the Kenya government to domesticate and implement the themes like that of the Environment Management Act.

At the Earth Summit, the international community adopted Agenda 21, an unprecedented global plan of action for sustainable development. Some of the recommendations included to reduce wasteful consumption, combat poverty, protect the atmosphere, oceans and bio-diversity and to promote sustainable agriculture.

Implementation of the programme involves active participation of local communities, particularly women, national public institutions, NGOs and the private sector. All these stakeholders are supported in activities to enhance their knowledge and capacity, and use of appropriate tools, technology and indigenous innovations to realise sustainable yields and income from a range of natural resources.

The projects carried out in this programme are in fisheries, natural resources, energy and the environment, and they link industry, environment and food security. The programme has links also with the Ministry of Energy and Industry whereby emphasis is on pollution control and the conservation of energy. It ensures the private sector maintains corporate

social and environmental responsibilities by bringing them into investing in environmental protection.

Asked on how experience has influence the programme the officer explained his professional background and its relevance in present practice in the organisation. The programme officer of the Energy and Environment Programme was a lecturer at the Wildlife Department at Moi University where he taught conservation biology, supervised research fellows at the Wildlife Conservation International and most of all initiated the Ecotourism National Agenda in Kenya. Thus the officer applies previous knowledge in convincing other staff or the programme's beneficiaries during the formulation of programmes or during consultations on the ecotourism projects. At the same time he was involved in other environment programmes in Kenya as he worked in the other mentioned areas and in the preparation of Acts.

Most of the stakeholders (people on the ground, ministries and colleagues) are people the officer had taught or met before. This he describes as his 'past is intertwined with the present.' Having taught Conservation Biology, the programme officer understands better the issues to do with energy and environment. Being the initiator of the Ecotourism National Agenda, he is more articulate in convincing the people when formulating the programme strategies or during consultations. Energy and environment were explained by the officer as the major constituents of the people-centred approach which encourages its conservation and accessibility.

The programme officer in this area understands the working environment more than the UNDP Resident Co-ordinator in the country and in this case he is the one that helps in familiarisation process around the country and in the programme activities.

### **6.1.3 HIV/AIDS and Disaster Management Programme**

The HIV/AIDS programme section is concerned with policy formulation, assessing the socio-economic impact of HIV/AIDS, strengthening the role of civil society, support of the HIV/AIDS victims, de-stigmatising HIV/AIDS and supporting the Government of

Kenya in addressing the problem. The programme advocates for gender mainstreaming in all the HIV/AIDS interventions.

The HIV/AIDS and Development Project focuses on strengthening national capacity through UN System-wide support to facilitate achievement of strategic national goals and objectives as outlined in the national policy document (Sessional Paper No. 4 of 1997 on HIV/AIDS) and the National Strategic Plan. The project is addressing advocacy breaking the conspiracy of silence, prevention and care, mitigation of the socio-economic impact and development of guidelines and legal frameworks for strengthening national and community response to the epidemic.

The areas of focus and expected outputs include the support for the development of databases and data analysis by geographical regions and proportion of poor households disaggregated by gender with access to information and support services. The programme supports the development of legal and ethical frameworks/codes of conduct to prevent discrimination and mitigate socio-economic impact of the epidemic. Support is to the National AIDS Control Council (NACC), which is the lead agency for the implementation of the project to mainstream HIV/AIDS activities in key development sectors and the institutionalising of networking among non-governmental organisations (NGOs) at the national level. On the other hand the programme strengthens HIV/AIDS programme management in key NGOs and Government institutions.

The Disaster Management section deals with training; awareness creation so that disaster issues are addressed pro-actively. UNDP is the lead agency on issues of disaster management especially in regard to floods and drought. This is done through the provision of resources for emergencies and organisation of joint assessment missions to areas prone to disasters so as to respond to them.

The main concern of this programme is to mitigate the impact of the disaster in terms of lives and property. The programme advises the Government of Kenya on the need for strategies. Some of its outcomes are the development of the 'National Disaster

Management Programme Document' and in 1997, the drought in Mandera was better handled than the one in 1994 in which great losses were incurred.

The programme officer for HIV/AIDS and Disaster Management programme is a public health specialist by profession. He has worked with the Government of Kenya for eleven years before joining AMREF for another eleven years. His experience is of influence in this programme because of the fact that for all disaster issues the end results are health related, that is, they result in outbreaks of disease and child related complications. He also has experience on issues related to HIV/AIDS after being a co-ordinator of the Regional Programme on HIV/AIDS in AMREF. The officer explained that this wealth of knowledge puts him in a better position to plan for the programme. For example detect disaster and push the Government to declare disaster when things are out of hand to ensure situations are addressed on time and adequately.

#### **6.1.4 Employment and Sustainable Livelihoods Programme**

The Employment and Sustainable Livelihoods (ESL) programme is one of the crosscutting projects in the Country Co-operation Framework (1999-2003). It aims to respond and support the Government in the implementation of the National Poverty Eradication plan (NPEP) and the Poverty Reduction Strategy paper (PRSP).

Small enterprise development has been accorded a high priority in policy documents, including the Eighth National Development Plan, in light of the capacity of the sector to create employment, generate incomes for the poor, provide attractively priced products and attaining ground for developing entrepreneurial skills necessary for industrialisation. The areas of focus were identified through a long term and comprehensive consultation with stakeholders, that is, working groups to identify priorities (Oduol, 2001).

The creation of productive employment opportunities and generation of incomes through the engagement of communities in productive activities are key objectives of the NPEP. Similarly, Sessional Paper No.2 of 1997 on *Industrial Transformation* sets out national policies and strategies designed to stimulate growth and employment through the

expansion of the industrial sector. The role of the government in this process is building business confidence and supporting the private sector in its operations. Within these broad national objectives, UNDP support under the ESL programme focuses on three broad areas of small enterprise development, food security, employment policy and planning.

UNDP support in these programme aims at enhancing the capacities of poor communities in selected urban and rural sites. This is done to obtain productive resources and develop livelihood activities, assist in creating an enabling environment for small enterprise and private sector growth, with an emphasis on empowering communities through easier access to information, training and other opportunities. The ESL programme also aims at building the capacities of community-based organisations and other agencies that support community development. Finally it aims at creating upstream capacity at the Ministry of Labour and Human Resource Development for the development, implementation and co-ordination of policies that are responsive to the needs of communities in eradicating poverty.

The ESL programme explained the influence of emphasis on the *sustainable livelihoods approach*, which is an element of the Human Development that ensures that interventions, particularly at the community level, build on local adaptive capacities, indigenous knowledge systems and community assets while maintaining a sound management environment. The approach assists in providing a comprehensive framework for defining interventions and linking community livelihood activities with national policies and investment strategies

The programme implements interventions by improving access to livelihood resources, strengthening the capacity within government to develop, implement and co-ordinate policies and regulations that enhance the growth of the private sector; and improving availability of and access to quality food at the household level through the application of appropriate policy interventions and promotion of appropriate technologies.

The expected outcomes of this programme include improved levels of household incomes, access to financial services by the poor, establishment of a number of community-owned financial services associations (village banks) and credit schemes targeting small-holder farmer. The programme contributes to the growth of enterprises in the targeted areas and improved food security. The development of an employment policy on the basis of a major baseline survey of the micro and small enterprise sector and a labour force survey, with the full participation of sectoral associations and membership organisations are among the expected outcomes.

The programme officer in the programme is an expert in small enterprises that has previously worked in the Ministry of Industry and in the Micro-finance private sector. His lessons from previous work places gives the programme direction particularly at the implementation level because of his stakeholder knowledge that makes it easy to look for partners.

#### **6.1.5 Good Governance for Poverty Eradication Programme (GGPE)**

The programme support document on Good Governance for Poverty Eradication was launched in September 1999. Its focus is on laws, policies, strategies, mechanisms and processes by which the Government in collaboration with UNDP and other development partners and stakeholders can enhance the ability and capacity of Kenyans to improve governance for poverty eradication.

The programme accords attention to the cross cutting concerns of gender, socio-economic impact of HIV/AIDS and disaster management. The overall goal of the GGPE programme is to eradicate poverty through improved governance (economic, legal, administrative, systemic and political). Its aim is in strengthening capacity and participation of governance institutions and civil society organisations in matters of public governance (Oduor, 2001). Asked on how theory influences its practice it was explained that it applies the human development approach through emphasis on participatory planning development by involving grassroots communities and all

stakeholders in public policy debates in order to build consensus, eliminate corruption, enhance transparency and accountability and institutionalise on integrate system.

The GGPE programme strives to improve justice and human rights and reviewing, harmonising and enforcing laws, policies and regulations that impact on poverty reduction. The expected results of the GGPE programme are increased access to social services for the poor and more equitable distribution of socio-economic development opportunities and gains.

## 6.2 Conclusions

The analysis of the UNDP programmes (1999-2003) show the link between development theory and experience to the UNDP practice. The main indicators of theory reveal the great influence of the human development paradigm, which is in existence at the time of these programmes. There exists a blend of theory and experience in the UNDP practice as indicated by the following table.

Table 6.0: Comparison of UNDP Programmes, Indicators of Theory and Experience

<b>UNDP Programmes</b>	<b>Indicators of Human Development Theory</b>	<b>Indicators of Experience</b>
Africa 2000 Network	Grassroots initiatives, self promotion activities, household security, raised incomes, education, health, preserving environment, participatory, bottom-up approach, capacity building.	Previously in the Ministry of Agriculture and the private sector, in touch with people in the previous work in the ASALS, talent in empowering the people to correctly diagnose and design sustainable solutions.
Energy and Environment	Poverty alleviation, capacity building, energy conservation, pollution control, improved	Based on the National Environment Action Plan (1994), National poverty Eradication Plan (1999), Environment

	livelihoods, community initiatives, participation of local communities.	Management Co-ordination Act (1999), expert in conservation biology, initiator of Ecotourism agenda, involved in national environment programmes.
HIV/AIDS and Disaster Management	Strengthening civil society, national capacity, gender mainstreaming.	Supports the National Strategic Plan, the declaration of HIV/AIDS as a national disaster, public health specialist, previously in the Ministry of Health and AMREF, expert in disaster management
Employment and Sustainable Livelihoods	Participation, empowering local communities, capacity building, sustainable livelihoods, generating income, employment creation, industrial sector, household incomes, small enterprises.	Supports NPEP, PRSP, and The Eighth National Development Plan.
Good Governance and Poverty Eradication	Good governance, poverty eradication, gender, capacity building, participation, grassroots communities, stakeholders.	Supports the government priority area of poverty eradication.

**Source: own Field Data (2002)**

Table 6.0 addresses the second and third objectives of the study by admitting that there exists some influence of development theory and experiences to the UNDP practice in Kenya. The table shows that the UNDP addresses the needs of the people/country through the guidance of an existing school of thought that is deemed relevant in a specific time period. For example in this study of the UNDP programmes running between 1999-

2003, the existing development theory was the human development theory whose characteristics were captured in the programme actions and mandate. Its characteristics include aspects of participation, expanding the human capabilities, increasing or improving the capacity to assert rights, redefining the value of life and self esteem, addressing different forms of inequalities, insecurity and the facilitation of good governance.

The same characteristics are portrayed in the 1999-2003 UNDP programmes. For example the Africa 2000 Network applies the concept of participation through the emphasis of grassroots or community initiatives. It also advocates for the bottom-up approach, which implies that the people themselves are involved in the designing of the programme to determine the direction to be taken by the programme. The role of the programme officer in this case is to understand what the people on the ground need and identify measures through the beneficiaries to address them adequately.

In relation to the issue of participation is the concept of self-promotion activities. The programme addressees the needs of the people through their own initiatives like the micro projects that result income generation leading to household security in terms of raised incomes, access to education, health and other social obligations, preserving of the environment and in the process support capacity building. The people become empowered in the process to handle their problems in a sustainable manner.

In Kenya, the Africa 2000 programme identified the experience of poverty as the main problem faced by the people. The process adopted by the programme ensures the survival and improvement of the livelihoods. To this end the programme takes advantage of its programme officer who has had a long period of contact with the regions where poverty is dominant, that is, the Kenyan ASALS. At the same time the officer has been involved in poverty related activities in the government ministries and the private sector that are relevant to the current duties and has travelled widely in the ASALS. The previous involvement have exposed the officer to understand the diverse needs of the people, a wealth of knowledge acquired through previous involvement with the people an added

advantage to the running of the programme. The officer understands the poor, the poor regions, how effectively their needs can be addressed and these are identified more through the involvement of the communities and other stakeholders.

Africa 2000 Network programme is also informed by the experiences from the Earth Summit in Rio (1992) Agenda 21 which bound nations to account for the protection of the environment; a global plan of action for sustainable development. In this respect, the programme adopts ways of addressing the needs of the people in ways that do not contradict the notion of sustainable development and these forms the backbone on their programmes.

It can be concluded that the programme is not only a product of the propositions for the human development theory, knowledge and skills held by its officers and probably mother staff members, the existing situation in the country and on the international agendas like in the Rio Earth Summit.

From Table 5.0 it can also be concluded that the Energy and Natural Resources programme adopts the characteristics of the human development theory through its emphasis on the alleviation of poverty and national capacity building for sustainable development. Related to sustainable development are the aspects of energy conservation and control of pollution. The programme implantation involves the active participation of local communities and results in the improved livelihoods of the people, which are elements of the human development paradigm that were adopted by the programme.

Just like the Africa 2000 Network, the Energy and Natural Resource programme is also to a greater extent informed by the Earth Summit in Rio (1992), Agenda 21. When mention is made about poverty and conservation of the environment these are aspects that address the problems related to the Kenyan economy. This programme takes advantage of the fact that its officer is one of the experts on the environment and natural resources management. Sustainable development is one of the major issues propelled by the development policies in Kenya. Thus, the programme to an extent is in support of these policies.

HIV/AIDS is one of the major problems faced by Kenyans. HIV/AIDS and Disaster Management programme specifically addresses this Kenyan experience using the propositions made by the human development paradigm. These include strengthening the role of the civil society, gender mainstreaming and strengthening the national capacity to fight the scourge.

The current Kenyan policy documents are not complete without mentioning the measures aimed at solving the HIV/AIDS pandemic, which is also top on the global agenda. In the same way the UNDP programmes would not be complete without putting in place measures to curb the negative impact that the scourge poses to the economy in general. The programme takes advantage of the wealth of knowledge or skills from the previous places of work possessed by the programme officer relevant in tackling HIV/AIDS and other disasters.

The Employment and the Sustainable Livelihoods programme (ESL) portrays the indicators of the human development theory through its efforts aimed at strengthening the capacity within the government to develop, improved levels of household income, employment generation and the engagement of communities in productive activities. ESL advocates for the empowering of the communities through enabling easier access to information training and other opportunities and improves the livelihood resources through access to financial services by the poor and involvement in small enterprises.

ESL uses the sustainable livelihoods approach proposed by the Kenyan development policies and is top on the international agenda. Its programme officer is an expert in issues relevant to small enterprises and the industrial sector in general.

Lastly the human development paradigm is never complete without mention of good governance as adopted by the Good Governance Programme for Poverty Eradication (GGPE). GGPE advocates for the following aspects of the human development paradigm; good governance for poverty eradication, gender mainstreaming, strengthening the

capacity and participation of governance institutions and civil society organizations and adopts participatory planning by involving grassroots communities and all the stakeholders.

This chapter can not be complete without acknowledging one of the major tasks adopted by the UNDP around this period that is relevant to this study is the publication of the Kenya Human Development Report. The Human Development paradigm is a clear indication of the great influence of development theory on the UNDP practice as emphasised in the report themes. For example, the first Kenya Human Development Report which was launched in 1999 had the theme of "*Gender and Human Development*" while the second one had the theme of "*Addressing Social and Economic Disparities*" (UNDP, 1999; 2001). They borrow heavily from the human development theory. The UNDP Annual Report (2001), fosters the observations made in this section, that is, global attitudes give new impetus to the UNDP mandate to help lead the UN system's efforts to achieve the development targets.

## CHAPTER SEVEN

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 7.0 Introduction

This chapter summarises of the findings of the study and offers some recommendation. The main objective of the study was to determine the social and economic contributions of the UN system in Kenya. While the second and third objectives of the study aimed at establishing the role of theory and experiences in the UNDP practice as summarised below. Conclusions are drawn from the findings and recommendations given accordingly.

#### 7.1 The Social and Economic Contributions of the UN Agencies in Kenya

The study set out to examine the UN agency contributions to social and economic development in Kenya. It envisioned studying all the UN agencies in order to draw a comprehensive conclusion of what the UN system in Kenya has been doing in relation to social and economic development since Kenya's independence. It later seemed an unrealistic step considering the number of the UN agencies in Kenya and what the organisation has undertaken over the past almost 40 years of its activities in the country.

The poor system or laxity in documentation within the system and the high turn over of its staff could not allow for such an exercise within the limited time period of this research. This meant omitting some of the agencies in each category. Only a few agencies were randomly selected under each of the three UN categories to represent the UN agency contributions to social and economic development in the country. These include the UN Development Group that was represented by the UNDP, UNICEF and the UNIFEM. The UNHCR, OCHA and the New Integrated Drylands Programme represented the UN Development Funds and Programmes. Lastly the UN Specialised Agencies were represented by UNEP, WHO, UNESCO and UNIDO.

The findings showed that the UN Development Group category was the most oriented towards social and economic development activities in the country. Here the agencies tended to address a wide spectrum of the development issues, in relation to the UN

mission in Kenya without limiting themselves to specific areas of their activities. Their activities aimed at poverty reduction, women and children in terms of their contributions to development through the provision of basic social services, gender mainstreaming, lobbying for the women and children rights, efforts aimed at improving household income and employment generation.

The UN Specialised Agency category is focussed on specific major sectors of the economy. It includes WHO on health, UNEP on the environment issues and UNESCO on education. This category is ranked second in its contributions to social and economic development in this study.

Lastly the UN Funds and Programmes are focussed on the marginalised regions, aspects of the economy or groups of people in the country. For example, the UNHCR focuses on refugees, OCHA on co-ordinating humanitarian action during disasters and the UNDP New Integrated Programme on the ASALS/drylands. This is not to say the contributions of the UN Funds and Programmes are minor; it is only that their contributions are limited in spread but they are very important in the social and economic development of the nation.

The contributions of the UN agencies to social and economic development are to a great extent aimed at addressing the Kenyan situation, which forms the background of the UN's activities. For example the head office of the UNDP's New Integrated Drylands Programme formerly known as UNSO shifted to Kenya based on the reason that 80% of the country is dry land.

The characteristics of the Kenyan economy like the high incidence of poverty, unemployment and environment degradation necessitate the presence of the UN activities in the country. This is to conclude that the UN participation in social and economic development in Kenya is a necessary condition for development, that is, its contributions in the country are not a misplacement.

## **7.2 UNDP: Role of Theory and Experience**

The other specific objectives of the study were to determine the influence of development theory and experiences on the UNDP practice in Kenya. The study envisioned studying the evolution of development theory in relation to the UNDP practice in the Kenya. This would have involved studying all the development theories that have been in existence since Kenya's independence (1963), that is, the modernisation theory, dependency/underdevelopment, neo-liberalism and the people centred/human development paradigms as discussed in chapter two of this study in relation to the UNDP practice over the years.

Later in the study it proved impossible to apply the time span for the evolution of the development theories since Kenya's independence. The study had to be narrowed down into looking at only one paradigm in relation to the current UNDP programmes. This step may not adequately represent the influence of theory on the UNDP practice.

On the other hand the UNDP practice since independence had to be related to experiences. Where experiences implies the knowledge/skills of the UNDP staff from previous employment, the Government of Kenya development goals as expressed in its plans and policies and other policies for example those in the Poverty Reduction Strategy Paper (PRSP) and the UN Millennium Goals (MDGs).

The choice of UNDP for this detailed analysis was based on the fact that the UNDP is among the UN oldest agencies in Kenya, its being the operational arm of the UN and the willingness of the UNDP staff in Kenya to participate in the exercise. The study could not accomplish its desire to apply the almost 40 years period of the UNDP practice in Kenya.

These include the seven major programmes of the UNDP: the Africa 2000 Network, Energy and Environment, HIV/AIDS and Disaster Management, Employment and Sustainable Livelihoods, Global Environment Facility, the United Nations Volunteers, and Good Governance and Poverty Eradication programme. Nevertheless all these

programmes could not be all analysed adequately in this study which had to consider only five programmes chosen randomly.

The results of the study exercise show the strong influence of the dominant development theory that exists during the time of the current UNDP programmes, 'human development' paradigm. The characteristics of this approach includes concepts like participation, expanding human capabilities, increasing the capacity to assert rights, redefining value for life and self esteem, addressing different forms of inequalities, insecurity and facilitating good governance dominate the characteristics of the current UNDP programmes. The influence of the human development theory can not be overlooked because it is the basis of the recent UNDP development reports and it is the top on the UNDP reform process.

A review of the UNDP past project proposals revealed that its projects were formed in support of the national development plans and policies. For example the current programmes are in support of sustainable development, policies in the Poverty Reduction Strategy Paper (PRSP) or international agendas like the Rio Earth Summit of 1992.

One key discovery was that the UNDP programmes employed their staff based on their areas of competence and this dwelt on their previous employment. There was little of on-job training for the newly recruited officers who were required to shape the programmes using their previous knowledge and skills. Thus it can be concluded that experience is relevant in organisations for the effective delivery of services.

### 7.3 General Recommendations

This study recommends other organisations to concern themselves with addressing the social and economic situation of their host country. The same is expected of all the citizens of this country so that jointly all the stakeholders can participate in making a difference in the development efforts of the country.

UN agencies, organisations in general and communities should take the responsibility of documenting their contributions to the country and store them well for future referencing. This is relevant especially when it comes to assessing their activities, to know how much they have achieved and where they went wrong. Good documentation makes work easy for the new staff, researchers and in consultations with the other stakeholders. Other stakeholders can learn from the others experiences by referring to these documents.

Experiences are very important in the delivery of services and in reducing the training costs. Thus, organisations/ firms and other stakeholders should take advantage of the knowledge held by their staff. But, provision should be put for the on-job training in order to accommodate those who have qualified in terms of their education background but have no knowledge/skills acquired from previous employment in order to participate in solving the high unemployment rates in the country especially of the graduates.

Though the UN has internship programmes I believe this area should be intensified.

Further research should be done on the social and economic contributions of each UN agency in Kenya in order to fill the gaps that this study has left. This study can be done best if one agency was studied at a time in detail. The second part on the role of theory and experience on practice within institutions also needs further exploration.

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“*What we are ...& what we do*,” Nairobi: OCHA.

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## **Appendix 1: Interview Guide for UNDP staff at the agency level**

### The United Nation System's Contribution to Social and Economic Development in Kenya

#### **(I) Respondent and Agency Information**

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- 1) Questionnaire serial number...
- 2) Date of interview...
- 3) Interviewee
  - Male
  - Female
- 4) Which agency are you working in?
- 5) In what capacity do you represent the UNDP?
- 6) How long have you been working with the UNDP in Kenya?
- 7) In which social and economic activities is your agency concerned with?
- 8) Have you worked in any other environment apart from the UNDP in Kenya? If Yes, Where and for how long?
- 9) What were your duties in the previous place(s) of work outside the UNDP in Kenya?

#### **(II) Agency's Current Decision-Making Process**

- 10) How are decisions about new activities made within the UNDP?
- 11) Who is involved in decision-making process? Please illustrate using a concrete example.
- 12) Have decisions always been made in this way? If not, how and why have the processes changed?
- 13) What in your own view are the factors that have major influence on changes on the types of programmes/ projects?
- 14) Can you recall some of the changes in the nature of programmes/ projects that have occurred from the time you came to this agency?

### **(III) Role of Theory**

- 15) Do you have some influence in the decision making process of a project/ programme?
- 16) Are you directly involved in the setting up of projects/ programmes?
- 17) Where do your original ideas emerge?
- 18) What is the process used in making a decision on the type of programmes/ projects, in terms of its discussion, modification up to the implementation stage?
- 19) Please give a concrete example of how the theoretical issues have had an influence on decisions made by your agency about a project / programme.

### **(IV) Role of Experience**

- 20) What are some of the factors that inform the ideas you contribute to the decision making process on projects / programmes?
- 21) Are your ideas theoretical or someone has tried them before?
- 22) Please give a concrete example of how your experiences have had an influence on decisions made by your agency about a particular project / programme.
- 23) In your own view, what other relevant factors inform the agency on the decisions you carry out in social and economic development activities in Kenya? Please explain.

## **Appendix 11: United Nations Agencies in Kenya Covered by the Study.**

1. Office for Co-ordination of Humanitarian Affairs (OCHA)
2. United Nations Drug Control Programme (UNDCP)
3. United Nations Development Programme (UNDP)
4. United Nations Environment Programme (UNEP)
5. United Nations Educational, Scientific and Cultural Organisation (UNESCO)
6. United Nations High Commissioner for Refugees (UNHCR)
7. United Nations Children's Fund (UNICEF)
8. United Nations Industrial Development Organisation (UNIDO)
9. United Nations Fund for Women (UNIFEM)
10. UNDP Office to Combat Desertification and Drought (UNSO)
11. World Health Organisation (WHO)

**REGISTERED VOUCHER 2000**

### **Appendix III: List of Persons Interviewed**

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Mr Nicholas Alipui	UNICEF
Ms Nyaradzai Gumbonzvanda	UNIFEM
Ms. Mary A. Mbeo	UNIFEM
Mr Fernando Larrauri	OCHA
Mr Dan Gustafson	FAO
Mr Lot Mollel	ICAO
Mr Souke Toure	UNEP
Mr David Ombisi	UNEP
Mr George Okoth-Obbo	UNHCR
Mr Philip Dobbie	The New Integrated Drylands Development Programme
Ms. Sarah Anyoti	The New Integrated Drylands Development programme
Mr Tom Ochieng	WFP
Ms Stellah Khisa	WFP
Mr Peter Eriki	WHO
Mr Gathecha	UNDCP
Mr Chris Gakahu	UNDP Environment programme
Mr Elly Oduol	UNDP HIV/AIDS & Disaster Management Programme
Ms Esther Mwangi	The UNDP Global Environment Facility Small Grants programme (GEF)
Mr Washington Kiiru	UNDP Employment and Sustainable Livelihoods
Ms Elizabeth Oduol	UNDP Poverty & Governance Programme
Mr. Situma Mwachabe	UNDP Africa 2000 Network Programme
Mr Barrack E.O Otieno	ILO/JFA
Mr Micheal Wasike	ILO/JFA
Namaara, W	UNAIDS
Ms Pamela A. Dede	Assistant Director of Industries, Ministry

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