

**NATIONAL EXECUTION OF UNDP FUNDED PROGRAMMES AND
PROJECTS: ASPECTS OF KENYA NATIONAL CAPACITY.**

A REPORT SUBMITTED TO UNDP OFFICE, KENYA

MUTICON LTD.

MARCH, 1993.

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KEN/88/035



3 May 1993

Dear Prof. Mutiso,

Subject: KEN/88/035 - Support to Nex - Capacity Assessment Study

Please refer to your letter of 10 March 1993 on the above subject in which you submitted the report.

We have now been able to undertake a detailed review of the report. Our comments (substantive, editorial) are contained in the text which we hereby attach.

You may wish to urgently attend to the comments/corrections and resubmit the final report so that this office could make the final payments as per the invoices you submitted earlier.

Yours sincerely,

A handwritten signature in dark ink, appearing to be 'J. David Whaley', written over a horizontal line.

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EXECUTIVE SUMMARY

There has not been many studies of how UNDP funded programmes and projects can be carried out under National Execution (NEX) modality. Many in governments and elsewhere have not seen the full potential of NEX and have tended to see it as Government Execution (GEX). National Execution is broader for it encompasses implementation by government organs as well as other national institutions in the for profit private sector and the not for profit private sector. By misreading the range of national execution, governments, first forfeit income and also take no advantage of cheaper existing national capacity. Since it stays within the country, it can be tapped continuously.

Identification of capacity for national execution is problematic for there is not easily available data on the organisations which have specific competence to undertake development work. Many governments have not compiled data on the consulting capacity within their borders. Many have only partial data on the non-governmental organisations (private not for profit organisations) which operate within their borders. More serious though is the perception shared by many that these organisations are not partners in development. Evidence shows that many of the organisations have participated in substantial development activities and at times have skills which are not found in the public arena.

Governments are ultimately responsible for activities taking place within their borders, including the management of external resources. NEX does not dispute this fundamental role of the state. However, now it is generally appreciated in development scholarship that some development activities can be done more efficiently outside the public bureaucracy whose role will be to supervise the gathering and utilisation of the resources. This is the challenge of adopting NEX.

This is one of the first studies on NEX. Consequently, we have had to innovate on methodology. It seems to us that in studying the possibility of using NEX, the first step is to establish a general idea of the future development needs of a country. Subsequent to this is to investigate what organisations exist in the for profit private sector (mainly consulting organisations) and the not for profit private sector (usually called voluntary or non-governmental). This study spent a lot of time identifying these organisations. A purposive sample of them were further studied to establish whether they could be used to implement UNDP programmes and projects. It is the conclusion of the study that there are many private for profit and not for profit organisations in Kenya who can be utilised for implementation of the UNDP Programmes/Projects under Government supervision. To define each organisation's capacity, further work will be ~~will be~~ necessary. It is recommended that the UNDP support the creation of a national development consulting organisation which can bring such bodies together.

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BACKGROUND

The Government of Kenya has been interested in National Execution of UNDP Programmes and Projects. It was with this background that the UNDP commissioned Muticon Ltd. to undertake a study whose objectives were to establish what capacity exists and whether it can be used for implementing UNDP programmes and activities.

Work on this study took place during a period of significant change in Kenya. It was undertaken during the last days of single party rule and at the beginning of the campaigns for the elections under multi-party, their resolution and the selection of the first government under multi-party. At the same time, the Government of Kenya was registering the NGOs operating in the country for the first time again. These facts had a bearing on the report for not many were forthcoming with data. Government officials were also reluctant to discuss some of the issues for there was general feeling that one waits until they see the future.

Since there are not other studies done on this issues, we had to improvise on both the methodology and the definition of some key substantive issues which normally would not be done by a consultant. We did get cooperation from many officials in the UNDP who guided us ably.

It is our hope that this first study will lead to refining of the categories covered by the main idea of national execution. In the report we shall discuss at length how different people have understood it. In our view it should be understood as part of national capacity building where the government organisations, private institutions and non-governmental institutions are evaluated for the implementation of UNDP programmes and projects. Such evaluation should identify the most competent organisation for a specific task. It is important that the notion that it is only government organisations which can undertake national execution be abandoned for it limits implementation options. There are many specialised private sector organisations, particularly consulting firms and non-governmental organisations which can implement some activities more efficiently. This is not to deny that Government itself has some comparative advantage in some areas for example balance of payment reforms. Equally true is the fact that the other organisations do have comparative advantage on issues like community organisation for example or on specialised research on say biotechnology policy.

The future challenge is for UNDP and the Government of Kenya to identify specific strengths and to utilise them for more effective implementation of development. Perhaps the more efficacious way is for both to investigate how they can bring together all non-public actors in development into a national development consulting body which polices itself and is thus custodian of its members capacities.

CHAPTER 1: METHODOLOGY

1. INTRODUCTION

Three basic methodologies were used for this report. They are a. UNDP documentation review b. Investigations on the number of private sector, special institutions and non-governmental sector organisations in the country c. construction of a sample and development of a questionnaire for mailing d. construction of a purposive sample after failure to get significant returns on the mailed questionnaire e. Unstructured interviews.

In data terms, the most effort was put in activity b. which identified the organisations theoretically available for use in the country. This is the basic identification of capacity for there are not systemised records of these institutions. It is our view that since this type of data did not exist in the past in a form it can be used by UNDP, it was worth spending more time on it at the expense of mailed questionnaires and unstructured interviews of either government or other people for it establishes a baseline for future study of the national capacity among other uses. It is the consultant's recommendation that UNDP find means to get further work done on the available data to refine it for GoK, UNDP and other donors use.

This should be along the lines of organising brainstorming sessions for the Gok, private sector consultants on one hand and the NGOs on the other to find out their perceptions of UNDP programming and ways they can be mutually supportive. Creation of a consultants organisation may be a worthwhile project activity by UNDP.

2. UNDP DOCUMENTATION REVIEW

Over the consultancy period, UNDP documents were reviewed on policy, past evaluations, programme documents and interpretation of the salient issues sought with the supervising staff. A list of documents is found in Appendix 6.

3. COUNTRY ORGANISATIONAL BASE AND SAMPLE

DEVELOPMENT OF PRIVATE SECTOR LIST

On the private sector, discussions were held with UNDP on the likely sub-sectors which could theoretically be of use in UNDP programmes. It was agreed that the key ones should be consultants working in the area of development, management, financial and training as one category for their activities overlap. The rationale for this category was that some had a track record in managing development projects for bilateral and multilateral donors

and could be available for future use.

The second category was consultants in computing, data processing and training in the computing and data processing sector. The rationale for this category was that one of the key identified needs in Kenyan development was to increase the data handling capacity of both public and private organisations. Consultants in this category could be of use since the specialisation was not easily available both in the public sector or among donors operating in the country.

The third category was accountants. Accounting for programme and project resources has been identified by UNDP as one of the major problems in its operations within Kenya in the past. Formally reliance has been on the Auditor General's Department of the Ministry of Finance where Government Execution was involved. This dependency for various reasons has not managed to have systematic audit of all resources and not just the financial ones.

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The fourth category was architects. As the Kenyan population urbanises, there will be need to shift development activities to the urban areas. Since architects also double as urban planners and since housing and related activities are perceived as key areas for future programming, it was considered prudent to include this category.

Finally, the fifth category was engineers. In UNDP's experience, there is little engineering input in many of the projects undertaken in the past. The planning seems to be primarily in the economic realm and not engineering. This is particularly so if equipment utilisation is to be improved. For these reasons this category was deemed important for inclusion.

It was decided to investigate how many organisations were in the country in these sub-sectors of the private sector. There is no national body bringing together all the consultants in these sub-sectors although accountants, architects and engineers are required by law to be registered in officially recognised bodies.

It was therefore decided that the initial step in collection of data on organisations would be review of submissions and quotations for work by locally based organisations with the IBRD and UNDP. The consultant decided to supplement the initial list so developed by review of the public documents where such organisations are listed for purposes of publicising their operations as the second step. This approach would avoid what are locally referred as "closet companies". These are companies whose principals are public sector employees and thus do not run bona fide companies. The companies exist for purposes of internal public bid tradeoffs and strictly speaking they are not in the market.

The review of public listings included the dated telephone

directorates and a few commercially available directories. Finally, from the contractors internal files on project activities, over the past ten years, some organisations were identified. The consultant is confident that the list of organisations identified are in the market.

DEVELOPMENT OF NGO SECTOR LIST

It was decided to include the NGO sector in the study for various reasons. First, it is an important actor in implementing and financing development in Kenya. Second, it is UNDP policy to increasingly work with NGOs. Finally, some NGOs have a track record in both Execution and Implementation of UNDP activities.

The Government of Kenya has sought to register NGOs for a long time. Initially this was to be through the Kenya National Council of Social Services, which is primarily composed of welfare NGOs, and, has existed since the 1960s. For the past ten years many international and local NGOs have disputed that they should be members of the Kenya National Council of Social Services since their work is primarily developmental. A new Act of Parliament, passed in 1990 and supposed to come into force in 1993, demands that they be registered compulsorily. This was challenged by the NGOs, although by the final registration date a formula for their registration had been agreed between them and the Government.

It was not possible to get any definitive list from either the Ministry of Finance which handles NGO financial affairs or the Kenya National Council of Social Services which is mainly welfare, nor from Office of the President where the new act specifies registration will be effected. All these lists were perused and they had less coverage than was available to the consultant from Muticon Files. All these lists were supplemented by a list of the National NGO Coordinating Committee. This committee is designated by NGOs to act on their behalf in negotiations with the Government of Kenya on the requirements of the new Act. The consultant is therefore of the view that the derived composite list on NGO is probably the most definitive on Kenyan based NGOs.

DEVELOPMENT OF A SPECIAL INSTITUTIONS LIST

In discussions with UNDP, it was established that some institutions have had previous relationships with it. The premier institution in this sense is the Government of Kenya which through its External Resources Department of the Ministry of Finance has been responsible for handling UNDP finances for its is the negotiating arm of the government for all external aid. It is true that other Departments of the Ministry of Finance handle other aspects.

The central ones are the Department of Budget and the Auditor Generals Office. The Department of Budget, has in the past been an impediment to both Government organs Execution and Implementation

*a) Auditor General is not a department of Ministry of Finance.
b) UNDP also deals with the Ministry of Planning for programming purposes*

because of internal procedures, mainly lumping of resources and disbursement delays in allocations to the relevant organs. In law, the Auditor General is supposed to audit all public funds. Procedurally, UNDP has not in the past been in a position to demand that service for projects directly.

After many brainstorming sessions with the supervising officers of the UNDP, it was concluded that the approach should be to initially apply the questionnaire instrument to the External Resources Department which would hopefully identify subsequent institutions for more interviews. Conceivably, for Government of Kenya Execution, its organs, for example, the Auditor General, Auditor Public Corporations and specialised Research Institutes, for example KARI, could be important. However, the limitation in law is that finances can only be negotiated through the External Resources Department of the Ministry of Finance. There is no evidence available to the consultant, or, for that matter, UNDP, to show that the Government of Kenya is about to change its internal rules to allow its other organs to play the formal Execution and Implementation roles. However, the management levels of UNDP, and its staff are continuing discussions at many levels of the government and this position may change by the time the final report is produced.

Two other institutions have been involved in Execution and Implementation. These are Kenya Water For Health Organisation (KWAHO) and International Centre for Insect Physiology and Ecology (ICIPE). KWAHO is an NGO and it was included in the base list sample of NGOs. The relevant history of its role is not covered for it was not randomly sampled. ICIPE is covered in the special institutions category for it is neither a local NGO, for it has an international charter and board, and, is not one of the UN-related specialised agencies like Habitat or UNEP.

Africa 2000 Network was created to handle NGOs for the UNDP. Its inclusion is important to establish how this approach is working and whether there are long term possibilities for its use.

It is generally felt that the Kenya trading and manufacturing private sector will become an object of development activities as donors, UNDP included, develop programmes for technical retraining and human resources development as the sector grows. This is already suggested by the Jua Kali Project of the UNDP. On the basis of these concerns it was decided to include the main employers' and workers' organisations for they could have roles in future programme activities. The organisations are Federation of Kenya Employers (FKE) and Central Organisation of Trade Unions (COTU). The National Chamber of Commerce and The Kenya Association of Manufacturers were left for they are narrow. There is no alternative national labour organisation.

RANDOM SAMPLING

*In what sense is the
KNCCI narrow?*

*Which Jua Kali project?
SED?*

After establishing the number of organisations in each category, it was clear there was no time in the consultancy to study all of them. A purposive sample was considered and initially rejected for it had potential for conflict of interest, would have trapped only the most active, big and Nairobi based organisations. It therefore was decided to randomly sample 10 % of the organisations in each category after discussion with the UNDP supervising staff.

Private Sector

Five lists were developed. These are: 1. Development, Management, Training and Finance Consultants 2. Data Processing and Training Consultants 3. Accountants 4. Architects and 5. Consulting Engineers. Each list is alphabetised. All lists are shown in Appendix 1.

The Development, Management, Training and Finance Consultants were lumped together since functionally they overlap. The list has 98 organisations. Ten of the 98 organisations were randomly sampled.

The procedure for random sampling, used in all categories, was as follows. Cards corresponding to the number of organisations in the category were written up. These were placed in a closed container and mixed. Ten numbers were selected blindly, one at a time and with mixing activity after each selection. This procedure was adopted since there is a tendency for the local names to lump among some letters. This system had been used in UNDP in some other activity.

The Data Processing and Training Consultants List has 29 organisations. Three were randomly sampled.

The Accountants list has 162 organisations. Sixteen were randomly sampled.

The Architects list has 118 organisations. 12 were randomly sampled.

The Consulting Engineers list has 41 organisations. Four were randomly sampled.

Non-governmental Sector

The NGO list has 335 organisations. 34 were randomly selected as described above.

Special Institutions

Strictly speaking these are not randomly sampled for they were included for specific historical and future historical reasons. All five institutions were included.

The total number of private sector and ngo sector institutions is 788. Ten percent of them ie 79 were sampled randomly. However, 84 institutions were studied by means of a questionnaire.

DEVELOPMENT OF A QUESTIONNAIRE

The Terms of Reference, as shown in Appendix 3, had extensive questions which the consultant was to cover. The consultant developed a questionnaire tool from these questions. The questionnaire is shown in Appendix 2.

RANDOM SAMPLE FAILURE AND CREATION OF A PURPOSEIVE SAMPLE

Incomplete Of the 84 sample questionnaires mailed out, only 12 completed ones and one incomplete one, were returned after two months and a reminder letter from the UNDP Resident Representative. This number was not large enough to allow serious analysis. Consequently a major consultancy review meeting was held with the consultancy supervisors and the UNDP management on 7/1/93, it was agreed as follows:

1. That given the problems with scheduling meetings with Treasury officials, the UNDP management will seek contacts at the highest levels and further that the consultant with UNDP staff will proceed with the planned meetings at lower levels in Treasury and Office of the President.

2. That the consultant create a purposive sample of another 20 organisations so as to get more data, to limit consultancy time, and to interview the organisations directly. The consultant was instructed to develop other criteria for this sample other than just organisations which have worked for the UNDP.

3. That it will not be possible to analyze the organisations data with the statistical rigour expected of a random sample. Data will therefore be analyzed to show types of organisations in terms of broad categories of NGOs, foreign based consulting groups, Kenyan owned firms etc. and their capacities. A mosaic on national capacity will then be drawn.

In constructing the purposive sample, the consultant used his knowledge of the national consulting market to select key organisations which dominate some sectors and compliment the 13 returns already received. This was in effort to make the whole sample purposive. For example the sample now includes Computer Applications which has been responsible for installing some of the largest computer hardware systems in the country for private and public sectors and Computer Consultants which handles a lot of development agencies software needs. Another example is Undugu Society which is primarily concerned with street children and slum development and Sahelian Solutions which is strictly involved in rural development of the dry areas. A third example is GS Consult

which specialises in project planning and Technoserve which specialises in cooperatives.

Of the 20 organisations identified, interview meetings were scheduled with them. Eight organisations kept changing the meeting times over a period of four weeks. This was discussed with the UNDP supervisors on the 8/2/93 and it was decided to terminate the interviews with 12 completed returns. Since the termination two more came in but have not been included in the analysis. In terms of lack of responses, engineering consultants failed to respond in the first and second sample.

Several points ought to be made about the attitude of private firms and NGOs to the study. First, all organisations claimed that the questionnaire was too long. Second, this work was being done during the first multiparty elections and soon after when the country, in general, was in a state of flux. Third, the work was being done with the background of new legislation for NGOs who were extremely sensitive to data collection. Finally, the lack of a consulting organisation which brings the most active organisations together for clearing activities like this study was a factor. In the opinion of the consultant, creating such an organisation should be a priority in systematising how the existing national capacity is to be used.

In any case detailed data was ultimately collected in a purposive sample of 24 organisations. Taking into account the major activity of each organisation, the specialised sectors covered by the 24 organisations are:

Sector	No. of Organisations
1. Architects/Urban Planning	3
2. Accountants	3
3. Rural Development	2
4. Micro Enterprise Development	2
5. Street Children/Urban Development	1
6. Water Resources Planning	1
7. Project Planning	1
8. Economists/Economic Policy Research	1
9. Environment	1
10. Business Rehabilitation/Management	1
11. Development Communication	1
12. Large Scale Hardware Computerisation Systems	1
13. Software Computerisation Systems	1
14. Women Credit	1
15. Arid and Semi Arid Areas Development	1
16. Cooperatives/ Businesses Development	1
17. Alternative Energy Development	1
18. Survey	1

4. UNSTRUCTURED INTERVIEWS

Unstructured interviews were held with UNDP staff, some sampled

organisation's staff, consultants and GOK staff. These are shown in the List of Persons Interviewed, Appendix 5.

5. FUTURE METHODOLOGY FOR ESTABLISHING NATIONAL CAPACITY

Since no other study on national execution and implementation has been done under the UNDP auspices that was known in Nairobi, the methodology was essentially developed in vacuo.

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When this consultancy was initiated, it was assumed that the organisational base of the country consulting and ngo sectors were known. This turned out not to be so. Many organisations in private and ngo sector existed but were not comprehensively listed anywhere. Significant amounts of time were taken by just establishing what organisations exist. This is in a way the necessary baseline data and any future studies in other countries should initially work on such a list.

It was agreed that a random sample be constructed to facilitate coherent analysis. This was done but it ultimately failed for the mailed questionnaire was not returned in numbers which would facilitate meaningful analysis. Three comments are important. They are field time, simplicity of questionnaire and purposive sampling.

First, the time allocated did not allow for individual field interviewing. Questionnaires were mailed and after sending a reminder and waiting for two months, not many were returned. Although Kenya was going through some turbulent times politically and this could have affected returns, it seems to the consultant that time should be budgeted for field interviews other than mail questionnaires. Of course this leads to higher costs. The second round of interviews also led to 8 out of 20 organisations dodging being interviewed. Clearly there is some sensitivity about these issues which can be ameliorated if a professional organisation, to, among other things, act as a clearing house for studies like this is formed. This is a central issue in national capacity building.

The second comment has to do with the length of the questionnaire. Hind sight suggests that it was too detailed. A simpler one could perhaps have been more useful for those who returned it complained it was too detailed and took a lot of their time. The third comment is on purposive sampling in preference to random sampling. It is the consultant's hind sight view that a purposive sample could be more cost effective. Of course resources have to initially be spent on establishing just what organisations exist nationally given the probable future direction of national development and UNDP programming. After that it may be more useful to construct a structured or a purposive sample to trap significant sectors or to reflect active organisations or to even reflect the dominant organisations in some sectors. If one objective is to capture innovation a case can be made for purposive sampling over and above other sampling techniques.

Why would we need a professional organization to clear studies funded by donors? Would it be established for this only?

CHAPTER 2: NATIONAL EXECUTION AND IMPLEMENTATION: FOURTH COUNTRY PROGRAMME EXPERIENCE, DEFINITION AND A FUTURE FRAMEWORK .

DESIGNATING EXECUTING AND IMPLEMENTING AGENCIES

In general, Programme and Project execution and implementation modalities are determined during project design, taking into account government policies, country specific factors and the requirement of individual projects. The process of determination is subject to joint Government and UNDP negotiations. Usually the GOK, through the External Resources Department, draws all parties who are to be involved in either execution or implementation to dialogue. However, it is important to note that the final authority for designating the executing and implementing agent rests with UNDP.

From a managerial point of view, it is preferable that each project should be executed only by one agency. A project may, however, be executed by an agency in association with one or more agencies which could be either national or international. The participation of associated agencies is subject to the agreement of the Government and UNDP. Where a project is under national execution, a national or international agency may be involved as cooperating agency.

EXECUTING AGENCIES

Out of the UNDP Programme and Projects Manual (Rev.1. July 1988 p.11), it is shown that the Kenya Government could theoretically have used 27 designated executing agencies including itself for the Fourth Country Programme. However perusal of the Fourth Country Programme projects shows that only 17 of the 27 or just about 63% of the identified executing agencies have been used so far for 126 projects. There are three types of executing modalities that can be used by the GOK. These are agency execution, direct execution and national execution. We discuss them in order below.

1. Agency Execution

Bureau This is the execution of projects by UN agencies. The agencies are selected from among the designated executing agencies to execute individual programmes/projects. At the UNDP headquarters, the Programme Policy and Evaluation (PPE) always stands ready to answer any questions related to the designation of executing agencies. The executing agencies of the UNDP include among others International Labour Organisation (ILO), FAO, International Civil Aviation Organization (ICAO), ITU, IMO, UNIDO, DESD, World Bank, UNESCO and World Health Organisation to mention a few. A comprehensive listing of all executing agencies during the Fourth Country Programme is found in Appendix 1. *BPE*

From this listing we can see that during the Fourth Country Programme the bulk of execution has been through the agency modality. Out of 126 projects, 88 have been executed by UN agencies. This is just about 70% of all projects. Of the UN agencies, those who have executed projects are ILO with 22, FAO with 20, UNIDO with 16, UNDTCD/UNCTC with 9, ICAO with 4, UNCTAD with 4, World Bank with 3, UNV and UNESCO with two each and IAEA, WHO, UNCHS, ITU, ITC, and IFC with one project each.

It is important to note that more than one agency may participate in the implementation of a programme/project. Under such an arrangement, in addition to the implementing agency, which has the main responsibility for managing and implementing the project, the other agency is referred to as an associated agency. When a project is under NEX, the UN agency involved in implementing part of the project is called co-operating agency.

2. Direct Execution

In the cases where the type of expertise and services are not available within the United Nations systems, UNDP, in agreement with the Government, can choose to execute the project directly through Office of Project Services (OPS). OPS would normally avail itself or their services through Management Service Agreements (MSA). The types of projects to which OPS can avail services include the following:

- a. Interdisciplinary and multi-purpose projects.
- b. Programmes/projects which do not fall within the competence or mandate of any individual UN agency.
- c. Programmes/projects which require general management and direction rather than expert sectoral guidance.
- d. Programmes/projects to which UNDP brings special assistance in the form of financing or investment.

The projects which were implemented through Direct Execution during the Fourth Country Programme are found in Appendix 1. It shows that the UNDP has been responsible for executing 14 of the 126 projects. This translates to about just about 11% of the projects.

3. National Execution

National Execution is the case where the Government assumes responsibility for the mobilization of UNDP-financed inputs and their effective utilisation in combination with Government's own, private and NGO sectors resources towards the attainments of programme/project objectives.

Up to recently, and still within the GoK, National Execution has been referred to interchangeably with Government Execution (GEX). GEX is much more restricted since it strictly implies execution by organs of the state, be they line ministries or parastatals. NEX,

however encompasses government execution and also any other entities (local or international), government or non-governmental, which can be assigned the responsibility of execution by the Government concerned. Review of the Fourth Country Programme, as shown in Appendix 1, reveals that the Government Execution has been responsible for 24 of the 126 projects. This is about 19% of all the projects.

What is the support meaning?
Above we have shown that 81% of the projects in the Fourth Country Programme have been executed outside the National Execution modality. It should be clear to the GOK that it is missing an opportunity not only for earning some necessary hard currency in fees but also missing a chance to train and give experience to nationals thereby building national capacity for the direct and agency modalities rarely use nationals or national institutions. ||?

In deciding to place a programme/project under NEX, the Government has to play a distinctive role. It has to recognize that it has the exclusive responsibility for the establishment of priorities, the achievements of development objectives of programme/project and the sustainability of results. The Government has also to ensure that the executing agents and implementation arrangements are proposed at the project design stage. It should further ensure that national entities, be they its organs, private sector organisations or NGO organisations, as opposed to the same who originate from outside its borders, are given the first consideration as executing agents. When implementation is undertaken by national entities they are accountable to the executing agent for optimal use of the resources entrusted to them.

GEX/NEX EXPERIENCE IN KENYA

The Government institution in charge of all the UNDP projects in Kenya is External Resources Department of the Ministry of Finance. The department ensures that all programme/project documents are signed by the Government. In the case of projects under NEX, the department facilitates the requests for advances and direct payments to vendors. The department ensures that the procedures for project execution are adhered to and that the financial accounting and reporting procedures are followed in accordance to the requirements prescribed by UNDP.

The first projects to be executed by the Government in Kenya were designed in 1980. The implementation of these projects, however, only gained momentum during the period of the Fourth Country Programme (1987 - 1992). By 1989, there were 27 projects under Government execution. These had been reduced to 11 by 1991.

It is generally agreed that GEX execution has been slow. UNDP has been aware of these problems and in early 1992 commissioned P. M. Ndikwe to produce a Report on Support to Enhance Systematic Approach to Government/National Execution of Projects. The findings

of this report were discussed extensively within UNDP and Government before a workshop was called to chart future approaches.

Some of the reasons why Government Execution has been slow and thus leading to UNDP reduction of the use of the modality were adduced by the PS Treasury. In addressing the GOK/UNDP Workshop on National Execution, Nyeri 28/29/ 1992 he stated the problem areas as:

1. GOK and UNDP procedures disharmony
2. GOK and UNDP different Planning Cycles
3. Inadequate Financial Reporting
4. Lack of institutionalised management auditing, and,
5. Lack of skilled manpower and/or lack of effective project supervision.

28/29/92
GOK and UNDP have begun to address these issues as evidenced first by the holding of this workshop to iron out methods and procedures. Discussions are still continuing at the Management levels of the UNDP and the Treasury on details of speeding up disbursement and reporting delays. Part of what is under discussion are the Summary Recommendations of the Nyeri Workshop, prepared by Matrix Development Consultants, which are expected to form the basis for drawing a Memorandum of Understanding between the GOK and UNDP.

Until recently, National Execution and Government Execution have been used interchangeably and understood to mean the same thing in Kenya. Thus GoK has not taken advantage of using private or NGO sector organisations who have specific comparative advantages. For example, Kenya Breweries, a commercial private organisation, has extensive experience in barley research and extension compared to Kenya Agricultural Research Institute and could be considered for a project on barley production expansion. Another example is the African Centre for Technology Studies (ACTS), a non-governmental organisation, which has specialists in biotechnology policy and could be useful in developing such policy for government.

The consultant's view is that these other alternatives have not been explored because of GOK tradition and not legal or policy reasons. Discussions with top personnel from External Resources Department, Controller and Auditor General Office, Budget Office as well as Auditor General Corporations Office, clearly brought out the point that it is possible to use private and NGO organisations under the existing laws. This is based on the GOK experience in handling grants and contracts. The same conclusion was reached by the Nyeri Seminar discussed above where the PS Treasury is on record as supporting National Execution.

To date the NEX modality has been carried out by Government ministries through national institutions which are also the immediate beneficiaries of the projects. The UN agencies have been used in some of the projects as cooperating agents to execute specialized parts of the project where they have comparative

advantage.

The Government of Kenya attaches considerable importance to Government Execution as an aid to capacity building of its organs and, as senior personnel point out, because of familiarity with only using state organs. Government Execution provides an opportunity to the national institutions to manage the process of technical assistance and technology transfer. This modality also enables the Government to acquire additional resources through Administrative Operational Services (IPF Sub-line) and add-on-funds. These funds can be used by the Government to formulate and implement more projects.

It should be kept in mind though that there has been little utilisation of National Execution, as defined above, by the GoK. This is a missed opportunity since the private and NGO sectors, have capacity to undertake some projects. It should be pointed out that if NEX is expanded it will enable the government to earn more resources as a result of managing the system whilst also deepening local capacity.

THE ROLE OF NATIONAL EXECUTION (NEX)

In terms of development management, NEX is to be recognized as an important contributing factor for promoting progressive transfer of responsibility from the UN-system to national governments. This is in the best interest of development for it has potential of keeping the skills gained within the nation as well as reducing development management costs.

To perform the NEX functions, it may be necessary to build up effective national capacity. At the outset, it is necessary to know what organisations exist nationally within and outside government. Further, it is important to establish what they can do well, what assistance the existing institutions would need to enhance their capacity to perform specific tasks and what activities need to be performed by external institutions to supplement what can be done by local organisations. The ultimate goal is to help the country to enhance the capacity for national execution. The results of the study discussed in the subsequent chapters of this report attempt to show the NEX capacity in Kenya.

EXECUTION AND IMPLEMENTATION UNDER NEX

Throughout this report, the terms execution and implementation are defined as follows:

EXECUTION:

Overall management of the programme/project along with the assumption of responsibility for production of outputs and achievement of programme/project objectives.

IMPLEMENTATION:

Procurement and delivery of programme/project inputs. An implementing agent is accountable to the executing agent in the performance of their duties.

As discussed earlier, execution and implementation arrangements should be determined during project design. It should be a joint and consultative process involving the government, UNDP and the UN agencies. Of course first consideration for executing agents should be given to national entities. In doing so, the following criteria should be used in designating executing agents:

1. Availability of managerial and organizational capacity to carry out the functions associated with execution.
2. Existence of technical capacity to exercise oversight and supervision of project activities.
3. Willingness and commitment of the national entity being considered to undertake the responsibilities and to be accountable to UNDP.

PROPOSED NEX FINANCIAL DISBURSEMENT AND TECHNICAL REPORTING

financial Since there have been confusion about the financial disbursement and technical reporting under NEX, the consultant was adjointed to work out a detailed reporting system on the same. This should also serve the need for ensuring that non-financial programme and project activities are also systematically supervised and reported on simultaneously with reporting on financial resources. The argument is simply that financial reports have been made but hardly any reports of the development aspects of projects are reported on. Adopting reporting on activities would go a long way towards improving the management of programme/project activities for it would bring UNDP desk officers and NEX implementing managers together to problem solve.

The diagram below shows the resource/management flow and proposed reporting belts to enhance accountability for the use of UNDP resources if and when the GoK begins to use National Execution as opposed to Government Execution. We have taken into account the existing UNDP and GOK reporting requirements and at the same time suggest innovations which are discussed below.

The UNDP Administrator is accountable for the resources placed at the disposal of UNDP. The Government, as a signatory to the programme/project document is in turn responsible for the management of UNDP funds allocated to the programme/project under NEX. To enable the Administrator and the Government to discharge

their responsibilities, project authorities must adhere to established financial, audit and reporting procedures.

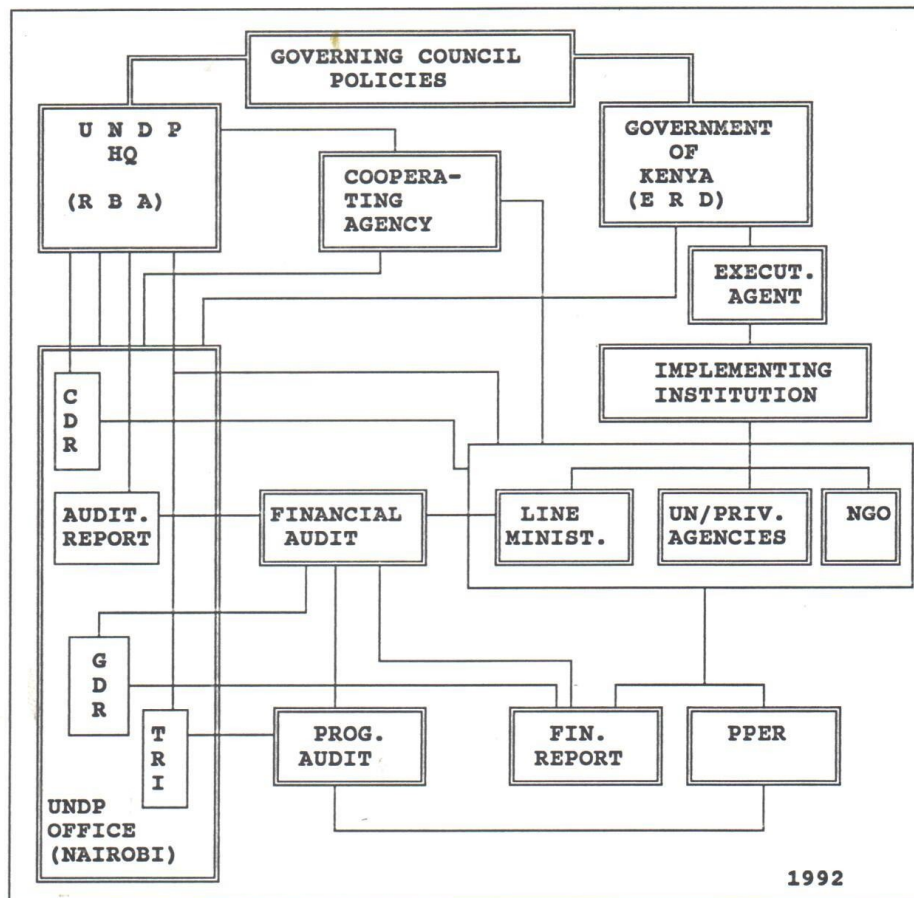
In our proposal, UNDP Headquarters provides funds to the Field Office (FO) in Nairobi as the practice to date. These funds are channelled to the programme/project through the Government designated executing agency or a UN cooperating agent. The funds are then disbursed to the programme/projects by implementing agents which can be line ministries, UN-Agencies, private institutions or Non-Government organizations. The most important justification for adopting NEX is that the Government can tap the capacity of local private institutions and UN-Agencies to implement projects which require expertise not readily available within itself.

The implementing institutions are accountable to the executing agency so designated by the Government in this proposal. The implementing agency has to prepare two sets of reports: financial and programme performance reports.

The financial reports, normally in the form of Government Disbursement Report (GDR), as currently existing, are forwarded to UNDP Field Office and then to either the Controller and Auditor General or the Auditor General Corporations for auditing. As discussed with the various relevant parties, there is room in the operating law for contracting such audits if the bodies are either not in a position to undertake them or as specified in the contract prepared on designation of executing and implementing agencies. In any case, the audited reports are then forwarded to UNDP Headquarters for consolidation into the Combined Delivery Report (CDR) as is current practice. *wrong*

The GDRs are produced every quarter and forwarded by project managements to the field office for onward transmission to UNDP Headquarters. At the end of the year, all the four GDRs are forwarded to the Auditor-General for audit. The UNDP Headquarters compiles information on expenditure from other points on the projects (field office, Cooperating Agents, UNDP Headquarters) and combines with the information provided in the GDR to produce a Combined Delivery Report (CDR). The CDRs are forwarded to project managements through the field office for certification and attachment to the Audited returns.

PROPOSED NEX FINANCIAL DISBURSEMENT/TECHNICAL REPORTING DIAGRAM:



ACRONYMS

PRIV.	-	Private
UNDP	-	United Nations Development Programme
PPER	-	Project Performance Evaluation Report
TRI	-	Tripartite Review
RBA	-	Regional Bureau for Africa
CDR	-	Combined Delivery Report
AUDIT.	-	Audited Reports
NGO	-	Non-Governmental Organization
FIN.	-	Financial
ERD	-	External Resources Department
---	-	Communication Flow

The CDR is a financial report which is put together by UNDP Headquarters showing the consolidated disbursements relating to the activities of the project concerned. It reflects the expenditures by all the institutions participating in the project activities. The CDR is then sent to UNDP Nairobi FO by UNDP Headquarters for onward transmission to the Government of Kenya for verification. It forms an official financial document for the project concerned. CDR is sent to the Nairobi FO from New York on quarterly basis. // No

The other parallel reporting relates to Programme/Project Performance Evaluation Report (PPER). It will be important to implement this reporting line for underlying all the reasons for lack of coherent management of the UNDP financed programmes and projects has been the lack of tight management of activities by UNDP desk officers and executing agencies personnel. This reporting loop is designed to bring the two sets of managers together to review activities and to report on them. This report should be prepared on annual basis. It should provide detailed data on the performance of the project activities planned for the year in question. Such data can only be prepared if programmes and projects develop systematic work plans on annual basis and clearly showing monitoring and evaluation indicators.

Over and above the existing reporting practices, we propose that:

1. The Programme/Project Performance Evaluation Report be used for programme auditing by the Nairobi FO to ensure that the project has impact on the end-beneficiaries.
2. The exercises of financial audit and the proposed programme audit should be closely linked together and should form a feed-forward to each other.
3. The output from the programme/project audit at the Nairobi FO level should form an important input into the annual tripartite review meetings.
4. The results of tripartite review meeting, which takes into account programme/project and financial audits, should be communicated to the UNDP Headquarters and also to the implementing institutions for any necessary modifications or adjustments to the programme/project design and/or activities.

This paragraph is not clear. However, it is important to bring out the fact that PPERs form the basis of Tripartite Project Reviews (TPRs).

*Three times a year
June, September, December*

CHAPTER 3: LISTS OF NATIONAL ORGANISATIONS FOR NEX

National Execution is dependent to a large extent on the numbers of organisations existing in a country. Normally knowledge about Government and UN organisations is not problematic for they circulate their organograms and activity lists extensively.

Knowledge about private sector organisations and ngo organisations is problematic for in most African countries, Kenya included, they are not systematically registered. Trade organisations and lists are also not easily available. The following lists were developed after discussion with UNDP.

The Kenyan private sector, especially consultants, as well as the non-governmental sector have demonstrated capacity to undertake some large projects as well as undertaking some very specialised activities. How many exist and details of their operations, establishing their reach has never been agreed upon by researchers. These lists are submitted as first attempts at establishing numbers. It is hoped that further data can be collected in subsequent years for comparative purposes.

Government, private and ngo organisations are of tremendous import in terms of NEX. The premier institution in this of course is the GOK. We have included the major contact organ of the GOK for study as well as the premier worker's and employer's association for development issues touching them are afoot. ICIPE was included because of its peculiar legal standing and the nature of the work it undertakes.

This chapter records the organisations. A sample of them is studied in subsequent chapters.

1. DEVELOPMENT, MANAGEMENT, TRAINING AND FINANCIAL CONSULTANTS

It was agreed with UNDP that consultants working in the area of development, management, financial and training as one category for their activities overlap. The rationale for this category was that some had a track record in managing development projects for bilateral and multilateral donors and could be available for future use. The list has 98 organisations. * denotes that the organisation completed a detailed questionnaire analysed elsewhere.

1. Abcon - Affiliated Business Contacts
Box 18511
Nairobi
Tel: 557747, 556605, 555622

2. Administration & Management Advisors Ltd.
Box 72809
Nairobi
Tel: 21972

3. Advisory Service Ltd.
Box 51204
Nairobi
Tel: 333800

4. African Centre for Technology Studies
Box 45917
Nairobi
Tel: 741651, 744047, 744095

*5. African Development and Economic Consultants Ltd.
Box 14329
Nairobi
Tel: 44361/ 444027

6. Agman Ltd.
Box 45156
Nairobi
Tel: 729708

7. AgriTech Enterprises Ltd.
Box 59383
Nairobi
Tel: 0151-22646/9

8. Arc Enterprises Ltd.
Box 6743
Nairobi
Tel: 746839

9. Asal Consultants Ltd.
Box 867
Kitui
Tel: 0141 - 22706, 22123

10. Ashley Management Consultants
P O Box 58944
Nairobi

11. Associated Business Consult E. A. Ltd.
Box 45678
Nairobi
Tel: 27103

12. Associated Research Consultants Ltd.
Box 41736
Nairobi
Tel: 62779

13. Brelan Consultants
Box 59088

Nairobi

14. Bullion Registrars Ltd.
Box 48428
Nairobi
Tel: 331958/334977/337747

15. Business Consultants International
Box 48592
Nairobi
Tel: 26136

16. Business Managers Ltd.
Box 44799
Nairobi
Tel: 721833

17. Business Organization & Methods
Box 47058
Nairobi
Tel: 891018

18. Capet Management Services Ltd.
Box 11318
Nairobi
Tel: 743436

19. Cobades Consultancies
Box 7249
Nairobi

20. Commercial Artwork
Box 43414
Nairobi
Tel: 228890

21. Commercial Consultants Ltd.
Box 45266
Nairobi
Tel: 336275

22. Consolidated Holdings Mgmt. Ser. Ltd.
Box 11853
Nairobi
Tel: 540280, 540289

23. Continental Management Consultants
Box 59400
Nairobi
Tel: 331577

24. Cosmos & Helen PMC

Box 22336
Nairobi
Tel: 339075

25. Credit Scan Ltd.
Box 45057
Nairobi
Tel: 20398

26. Crown Management Services Ltd.
Box 78188
Nairobi
Tel: 541890

27. Eastern & Southern African Management Services
P O Box 56628
Nairobi

28. Economic Intelligence Unit
Box 42163
Nairobi
Tel: 334294

29. Eufrag Technical Consultants
Box 73751
Nairobi
Tel: 504455

30. Export Finance Consultants
Box 45578
Nairobi
Tel: 721889

31. Finance Consultancy & Project Management Ltd.
Box 56273
Nairobi
Tel: 25841

32. First Management Ltd.
Box 43364
Nairobi
Tel: 339339

33. Foreplan Consultants Ltd.
Box 58694
Nairobi
Tel: 729959

34. General Managers Ltd.
Box 41684
Nairobi
Tel: 24808

*35. Ground Water Survey
Box 25025
Nairobi
Tel: 521825

*36. GS Consult
Box 72387
Nairobi
Tel: 716254

37. Hansford Advisory & Technical Services Ltd.
Box 14083
Nairobi
Tel: 746814

*38. Hirst Studio Productions
Communications Design
Mirema Drive
Box 14432
Nairobi
Tel: 802841

39. Human Resources Consultancy & Management
Box 49114
Nairobi
Tel: 722464, 339028

40. Inka Business Services Ltd.
Box 56599
Nairobi
Tel: 520530

41. International Advisory Services Ltd.
Box 59742
Nairobi
Tel: 337262

42. Intex Services Ltd.
Box 54092
Nairobi
Tel: 339789/331365

43. Joma Marketing & Business Consultants (K. Ltd.
Box 88638
Mombasa
Tel: 20540

44. K. H. I. Management Consultants
Box 30684
Nairobi
Tel: 27528

45. Kamara International Consultant Services Ltd.
Box 14848
Nairobi
Tel: 745350

46. Likam Management Consultants
Box 10824
Nairobi
Tel: 340453

47. Longwe & Co. Ltd.
Box 30054
Nairobi
Tel: 728876/330301

48. Management Assignment Ltd.
Box 75604
Nairobi
Tel: 333800

49. Management-Finance Marketing
Box 41481
Nairobi
Tel: 48351

50. Management Services Ltd.
Box 40647
Nairobi
Tel: 338092

51. Market Intelligence Service Co.
Box 43060
Nairobi
Tel: 746171, 553837

52. Masterplan (K) Ltd.
Box 45536
Nairobi
Tel: 29211

*53. Matrix Development Consultants
Box 59343
Nairobi
Tel: 337974, 339262

*54. MICAS Environment Research & Training Consultancy
P O Box 67631
Nairobi

55. Mondial Expatriate Services
Box 59130

Nairobi
Tel: 28675, 335420

56. Muiru & Associates
Box 55176
Nairobi
Tel: 22486

57. Multiscope Consultants
Box 47016
Nairobi

58. Mungai Associates Ltd.
Box 42844
Nairobi
Tel: 334873, 332413

59. Muriithi Consultants
Box 58381
Nairobi
Tel: 336676

60. Murugah Nganga Associates
Box 179
Gatundu

61. Muticon Ltd.
Development Management
Sarit Centre
Box 14333
Nairobi
Tel: 746644, 747010

62. Mwaniki & Associates Ltd.
Box 73335
Nairobi
Tel: 336981, 27834/5

63. Mwanjo International Consultants
Box 54135
Nairobi
Tel: 559282

64. Nairobi Commodity Service
Box 21411
Nairobi
Tel: 333422, 727720

65. Nairobi Management Consultants
Box 21411
Nairobi

Tel: 333422

66. Nuri Ltd.
Box 34665
Nairobi
Tel: 581730

67. Nyawuara Professional
Box 34251
Nairobi
Tel: 29729

68. Olale and Associates
Box 53428
Nairobi

69. Overseas Investment & Savings Consultants
Box 4420
Nairobi
Tel: 26239

70. Paldim Management Consultants and Associates Ltd.
Box. 61862
Nairobi
Kenya.
Tel: 2243178/338850

71. Pax Professional Consultants Ltd.
Management Consultants & Trainers
Box 41326
Nairobi
Tel: 336528

72. Penpet Management Consultants
Box 53757
Nairobi
Tel: 555545

73. Positive Management Consultants
Box 51882
Nairobi
Tel: 21785

74. Prime Horticultural Consultants Ltd.
Box 65036
Nairobi
Tel: 227663

75. Private Enterprises Development Consultants
Box 24803
Nairobi
Tel: 882885

76. Projects Finance Consultancy
Box 52686
Nairobi
Tel: 330241

77. Promin Consultants Ltd.
Box 53969
Nairobi
Tel: 443728, 443745

78. Prosper Institute of Management
Box 48614
Nairobi
Tel: 227900

*79. Rehabilitation Advisory Services Ltd.
Box 70732
Nairobi
Tel: 330351/337684

80. ReMa Associates
Box 43309
Nairobi
Tel: 751930/1

81. Research Bureau E. A. Ltd.
Box 72951
Nairobi
Tel: 558825, 559429, 553243

82. Research & Consultancy Ltd.
Box 56543 Nairobi
Tel: 558698

83. Research International
Box 72951
Nairobi
Tel: 555496, 558502

84. Research and Planning Services Ltd. (RPS)
Box 57727
Nairobi
Tel: 337096

*85. Rural Development Services Ltd.
Box 53947
Nairobi
Tel: 336557, 213791

86. Sachae H. J. & Co.
Box 41481

Nairobi
Tel: 22404

87. Samvir Management Services Ltd.
Box 45299
Nairobi
Tel: 24842/334713

88. Sandoz Consulting Ltd.
Box 56022
Nairobi
Tel: 21705/6

89. Shirikon Management and Development Services
Box 46154
Nairobi
Tel: 26600

90. Sterling Management
Box 30936
Nairobi
Tel: 335410

91. Thunder & Associates
Box 40874
Nairobi
Tel: 335217/22812

92. Tip-Top Consultants
Box 49304
Nairobi
Tel: 331889

93. Training Aids & Marketing Company Ltd
P O Box 67969
Nairobi

94. Uchumi Consultants Ltd.
Box 48080
Nairobi
Tel: 29974/41

95. Ventures Promotion Consultants
Box 51874
Nairobi

96. Wada Business Consultants International Ltd.
Box 63067
Nairobi
Tel: 330358/340451

97. WLPU Consultants

Box 50569
Nairobi
Tel: 560428

98. Ziba Management & Services Ltd.
Box 59089
Nairobi
Tel: 558331

Sources: World Bank Files, UNDP Files, Kenya Business Directory 1990, Industrial Trade Directory 1991, Classified Directory 1987, Kenya Telephone Directory, 1988, Nation Business Directory, 1992, Muticon Files.

2. DATA PROCESSING AND TRAINING CONSULTANTS

The rationale for this category was that one of the key identified needs in Kenyan development was to increase the data handling capacity of both public and private organisations. Consultants in this category could be of use since the specialisation was not easily available both in the public sector or among donors operating in the country. 29 organisations are listed.

1. Abacus Data Ltd.
Box 45195
Nairobi
Tel: 554211

2. Advanced Computer Technology Ltd.
P O Box 30070
Nairobi
Tel: 336055

3. Alfa Communication Ltd.
P O Box 99765
Mombasa
Tel: 313735

4. Associated Computer Services
Box 11843
Nairobi
Tel: 28834

5. Business Computer Systems
Box 30070
Nairobi
Tel: 336055/ 332641

*6. Computer Applications Ltd.
Sarit Centre
Box 53441
Nairobi
Tel: 748300/748314/748335

7. Computer Bureau The
Box 42317
Nairobi
Tel: 331063

*8. Computer Consultants Ltd.
Box 40544
Nairobi
Tel: 336023

9. Computer Prolific Ltd.

Box 57911
Nairobi
Tel: 336014

10. Comp-Rite Ltd.
Box 41043
Nairobi
Tel: 555422/555640

11. Data Centre
Box 30286
Nairobi
Tel: 333491

12. Data Equipment Ltd.
Box 40572
Nairobi
Tel: 555021

13. Datasolve Ltd.
Box 73169
Nairobi
Tel: 749582

14. Davis Computer Systems
Box 52771
Nairobi
Tel: 336359

15. Electronic Data Processing Institute
P O Box 84143
Mombasa

16. ICL Kenya Ltd.
Box 30293
Nairobi
Tel: 332804

17. Information Processing Consultants
Box 51809 Nairobi
Tel: 224627

18. Information Systems & Software Consultants
Box 30843
Nairobi

19. Insight Computer Training
Data Centre Ltd
Box 30286
Nairobi
Tel: 333491

20. Institute of Computer Applications Ltd.
Box 59527
Nairobi
Tel: 219127/335472

21. International Computers (E. A.) Ltd.
Box 30293
Nairobi
Tel: 221811/332804/331670

22. Kenya Microcomputers Ltd.
Box 34068
Nairobi
Tel.221236

23. Miradi Technoservices
Box 60677
Nairobi

24. Modern Computer Visions
P O Box 68143
Nairobi

25. NCR Kenya Ltd.
Box 30217
Nairobi
Tel: 333855

26. Penta Industries
Box 22836
Nairobi
Tel: 338414/ 21800

27. Professional Development Services Ltd.
Box 88677
Mombasa

28. Three E Consultants
Box 17840
Nairobi

29. Zafrika Training Institute
Box 49666
Nairobi
Tel: 333092

Sources: World Bank Files, UNDP Files, Kenya Business Directory 1990, Industrial Trade Directory 1991, Classified Directory 1987, Kenya Telephone Directory 1988, The Nation Business Directory, 1992, and Muticon Files.

3. NON-GOVERNMENTAL ORGANISATIONS

It was decided to include the NGO sector in the study for various reasons. First, it is an important actor in implementing and financing development in Kenya. Second, it is UNDP policy to increasingly work with NGOs. Finally, some NGOs have a track record in both Execution and Implementation of UNDP activities. 335 NGOs are listed.

1. A. C. W. S. A.
Box 43278
Nairobi

2. A. D. R. A.
Box 42276
Nairobi

3. AFS Inter Cultural Programmes
Box 72514
Nairobi

4. A N P P C A N
Box 71420
Nairobi

5. A P R O T E C H
Box 10973
Nairobi

6. Abundant Life Ministries
Box 24111
Nairobi
Tel: 520109
Fax: 520637

7. Action Africa in Need
Box 39949
Nairobi
Tel: 440545
Fax 441400

8. Action Aid Kenya
Box 42814
Nairobi
Tel: 743000

9. African Alliance of YMCAS
Box 60856
Nairobi
Tel: 724804

10. African Association For Literacy and Adult Education

Box 50768
Nairobi
Tel: 222391/331512

11. African Centre for Technology Studies (ACTS)
Box 45917
Nairobi

12. African Church Information Services
Box 14205
Nairobi
Tel: 62974/62959

13. African Community Development Centre (ACDC)
Box 50258
Nairobi
Tel: 230711

14. African Council on Communication Education
Box 47495
Nairobi
Tel: 227043

15. African Development Assistance
Box 49667
Nairobi

16. African Evangelistic Enterprise
Box 240191
Nairobi
Tel: 560160

17. African Family Development Trust
Box 52380
Nairobi
Tel: 721021/724186

18. African Foundation for Entrepreneurship Research (AFER)
Box 40474
Nairobi
Tel: 219922

19. African Muslim Union
Box 4519
Nairobi

20. African Now
Box 284
Kisumu
Tel: 21181
Fax 21181

21. African Refugee Training and Employment Services (ARTES)
Box 30853
Nairobi
Tel: 217509/220624
Fax c/o 220260

22. African Rural Development
Box 8593
Nairobi

23. African Social Studies Programme (ASSP)
Box 44777
Nairobi
Tel: 748739

24. African Urban and Regional Science Index
Box 74165
Nairobi

25. African Wildlife Foundation
Box 48177
Nairobi
Tel: 223235/331542

26. African Women Development Communication Network (FEMNET)
Box 55562
Nairobi

27. African Women's Task Force
Box 54562
Nairobi
Tel: 520761 Ext 2078

28. African Wonder Orphans & Widow Help Society
Box 75672
Nairobi

29. Afrolit Society
Box 72511
Nairobi
Tel: 331512/222391

30. Aga Khan Foundation
Box 40898
Nairobi
Tel: 227369/228300

31. Alwan Communications
Box 51851
Nairobi

32. Amani Counselling Centre

Box 41738
Nairobi
Tel: 743897

33. African Medical Relief & Research Foundation (AMREF)
Box 30125
Nairobi
Tel: 501301/2/3, 500508

34. African Muslim Union
Box 4519
Nairobi

35. African NGO's Environment Network (A N E N)
Box 53844
Nairobi

36. African Regional Agricultural Credit Association
Box 41378
Nairobi
Tel 222320
Fax 227789

37. Ambassadors Development Agency
Box 44814
Nairobi
Tel: 60711

38. American Women Association (AWA)
Box 47806
Nairobi
Tel: 722176

39. Amanda Marga Mission in Kenya
Box 70202
Nairobi
Tel: 795773

40. All Africa Conference of Churches
Box 14206
Nairobi
Tel: 60207/61166

41. Appropriate Rural Development Association (ARDA.)
Box 39857
Nairobi

42. Appropriate Technology Advisory Committee
Box 61221
Nairobi
Tel: 553475/553859

43. Arthur S. D. Moss Foundation
Box 21533
Nairobi
Tel 561930

44. Arya Samaj
Box 40243
Nairobi
Tel: 507361

45. Association For the Aged of Kenya
Box 21351
Nairobi

46. Association For Christian Resource Organization
Box 21191
Nairobi
Tel 444922/445373 Fax 441774

47. Association of Christian Resource Organization Serving Sudan
(ACROSS)
Box 21033
Nairobi

48. Association For Physically Disabled of Kenya
Box 46747
Nairobi
Tel: 224443

49. Association of Professional Societies
Box 72643
Nairobi

50. Association For Single Parents
Box 14842
Nairobi

51. Association For Sports For the Disabled
Box 42693
Nairobi

52. Association for Voluntary Surgical Contraception (AVSC)
Box 57964
Nairobi
Tel 444922, 445373
Fax 441774

53. Association Volunteers Service International (A V S I)
Box 24297
Nairobi

54. Bellerive Foundation

Box 42994
Nairobi
Tel: 726547/7267740

55. Boys Brigade (K)
Box 25190
Nairobi

56. Breast Feeding Information Group
Box 59436
Nairobi.
Tel: 749899

57. C. B. M.
Box 58004
Nairobi

58. C.E.D.P.A.
P O Box 50373
Nairobi
Tel 711373

59. C.H.P. International
P O Box 754
Naivasha
Tel 0311 20181

60. C.M.T.S. - E.A.
Box 12487
Nairobi
Tel: 891360

61. Canadian Baptist International Ministries
Box 67412
Nairobi
Tel: 720764

62. Canadian Harambee Education Society
Box 2036
Kakamega
Fax: 254-0331-20956

63. Canadian Hunger Foundation
Box 57727
Nairobi
Tel: 724710

64. CARE International
Box 43864
Nairobi
Tel: 726480/724628

65. Catholic Relief Services

Box 49675

Nairobi

Tel: 62171/62172

66. Centre for African Family Studies

Box 60054

Nairobi

67. Chandaria Foundation

Box 50335

Nairobi

68. Chandaria Supplementary Foundation

Box 50352

Nairobi

69. Chesire Homes (K)

Box 52242

Nairobi

Tel: 48467

70. Child Welfare Society of Kenya

Box 43982

Nairobi

Tel: 223954

71. Children's Book Association

Box 14225

Nairobi

Tel: 565645

72. Children's Mercy Fund

Box 14065

Nairobi

Tel: 43605

73. Christian Children's Fund Inc.

Box 14038

Nairobi

Tel 444890/893

74. Christian Employment Development Organization

P O Box 40380

Nairobi

75. Christian Hospital Association of Kenya

Box 30690

Nairobi

76. Christian Hostels Fellowship

Box 72636

Nairobi

77. Christian Industrial Training Centre
Box 72935
Nairobi
Tel: 762485

78. Christian Organization Research Advisory Trust
Box 42493
Nairobi
Tel: 331698/221115

79. Christian Student Council of Kenya
Box 54579
Nairobi

80. Charity Begins At Home
P O Box 61687
Nairobi
Tel 221351

81. Christliche Blenden Mission International
Box 43864
Nairobi.
Tel 221351

82. Christoffer Blinden Mission International NGO
Box 58004
Nairobi
Tel: 569841/569609

83. Church Army in E.A
Box 72584
Nairobi
Tel: 558253/96

84. Church Missionary Society
Box 40360
Nairobi

85. Civitan Foundation
Box 42371
Nairobi

86. CAPA - Commonwealth Associations of Polytechnics in Africa
Box 52428
Nairobi
Tel 338151

87. Compassionate International - Kenya
Box 55379

Nairobi

88. Compassionate Messengers Services
Box 59361
Nairobi

89. Congregation of Medical Missionaries of Mary
Box 14754
Nairobi

90. Council For Human Ecology (CHEK)
Box 20360
Nairobi

91. Council for International Development
Box 34980
Nairobi
Tel: 43627

92. CORAT AFRICA
Box 42493
Nairobi

93. Crescent Medical Aid
Box 33041
Nairobi
Tel: 332618

94. Danish Volunteer Service
P O Box 30717
Nairobi
Tel 725918

95. Daraja Trust
P O Box 20942
Nairobi
Tel: 721021

96. Daynod Home
P O Box 11552
Nairobi

97. Development Horizons
P O Box 58933 Nairobi
Tel: 543745

98. Development Studies Trust
P O Box 44565
Nairobi

99. Development Universal Church Africa Project Association
P O Box 62333

Nairobi
Tel: 27041

100. Direct Link
P O Box 74223
Nairobi

101. Don Stewart Association - Feed My People
P O Box 74459
Nairobi

102. D.R.C
P O Box 67084
Nairobi

103. Each One Feed One
P O Box 57855
Nairobi

104. East Africa Wildlife Society
P O Box 20110
Nairobi
Tel: 227047/331888/729676

105. East African Women's League (EAWL)
P O Box 40308
Nairobi
Tel: 722981

106. Eastleigh Community Centre
P O Box 77176
Nairobi
Tel: 760952

107. Eldelvale Trust
P O Box 17063
Nairobi

108. Elsa Wild Animal Appeal
P O Box 30029
Nairobi

109. Environmental Liaison Centre International
P O Box 72461
Nairobi
Tel 562015/22

109. Euro Action Accord
P O Box 34459
Nairobi
Tel 213006
Fax 213062

110. Evangelical Fellowship of Kenya

P O Box 60155

Nairobi

Tel: 568368

111. Faith Homes of Kenya

P O Box 14507

Nairobi

112. Family Health Foundation of Kenya

P O Box 43609

Nairobi

113. Family Health International

P O Box 38835

Nairobi

114. Family Life Counselling Association of Kenya (FLCA)

P O Box 18077

Nairobi

Tel 544640

115. Family Life Promotions & Services

P O Box 60375

Nairobi

116. Family Planning Association of Kenya (FPAK)

P O Box 30581

Nairobi

Tel: 723940/ 568411

117. Family Planning International Assistance

P O Box 53538

Nairobi

Tel: 336161/ 336304

118. Farm - Africa

P O Box 795

Nanyuki

119. Farming Systems - Kenya

P O Box 2816

Nakuru

120. F I D A (Federation of Women Lawyers.

P O Box 46324

Nairobi

Tel 717169

121. Food and Agricultural Research Mission (FARM)

P O Box 49502

Nairobi

122. Food For The Hungry International (K)
P O Box 14978
Nairobi
Tel: 60698/ 61916
123. Foster Parents Plan International (FPPI)
P O Box 61955
Nairobi
Tel: 721813/721820
124. Foundation For Woodstove Dissemination (FWD)
P O Box 30979
Nairobi
Tel 566032
125. Friedrich Ebert Stiftung
P O Box 48143
Nairobi Tel: 748338
126. Friedrich Neumann Foundation
P O Box 50684
Nairobi
127. Friends of Scouting Society of Kenya
P O Box 41422
Nairobi
128. Friends World Committee for Consultation (FWCC)
P O Box 41946
Nairobi
129. Geneva Infant Feeding Association
P O Box 34308
Nairobi
130. German - Kenya Association
P O Box 48879
Nairobi
131. German Leprosy Relief Association
P O Box 22316
Nairobi
Tel: 48896
132. Green Belt Movement
P O Box 67545
Nairobi
133. Hann Seidel Foundation
P O Box 39777
Nairobi

134. Help Age - Kenya
P O Box 34339
Nairobi
Tel: 330428

135. Help Self Help Centre
P O Box 8594
Nairobi

136. Heifer Project International
P O Box 14821
Nairobi
Tel: 743628/9

137. Heritage Services
P O Box 41363
Nairobi

138. Homa Hills Centre
P O Box 60
Kandiego
Tel: 22555
Homa Bay

139. Home Economics Association Africa
P O Box 43844
Nairobi

140. Hope' 87 Kenya Branch
P O Box 56626
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141. Imani/Marianist
P O Box 50504
Nairobi.
Tel: 761699

142. Improve Your Business - Kenya
P O Box 40304
Nairobi
Tel 220283/4

143. Inades Formation (Kenya)
P O Box 14022
Nairobi
Tel: 743606

144. Intercultural Programs
P O Box 72514
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145. Interdenominations Refugees Self-Reliance

P O Box 39826
Nairobi

146. Intermediate Technology Development Group
P O Box 39493
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147. International Christian Aid
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Tel: 501619

148. I C R O S S
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149. International Commission of Jurists (ICJ) Kenya Section
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150. International Committee of Red Cross (ICRC)
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151. International Federation of Women Lawyers
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152. IPA Africa Region
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153. IFPAAW Office
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154. International Planned Parenthood Federation (IPPF)
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155. International Programme For Self-Reliance
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156. International Relief Rehabilitation Education Services (IRRES)
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157. International Rescue Committee
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158. Institute of Cultural Affairs
P O Box 21679
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159. Islamic African Relief Agency
P O Box 19524
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160. Islamic Foundation
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Nairobi

161. Jerusalem Church of Christ
P O Box 74228
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162. Jisaidie Cottage Industries
P O Box 67329
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Tel 760407
Fax 448862

163. Kenya Adult Education Association
P O Box 56708
Nairobi
Tel 221521/558862

164. Kenya Association for Welfare of Epileptics
P O Box 44599
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165. Kenya Association of Youth Organization
P O Box 60626
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166. Kenya Book Foundation
P O Box 73610
Nairobi
Tel 220208

167. Kenya Cardiac Society
P O Box 30588
Nairobi

168. Kenya Catholic Secretariat
Development & Social Services Department
P O Box 48062
Nairobi
Tel: 742302/747071

169. Kenya Children's Fund
P O Box 25915
Nairobi

170. Kenya Christian Brotherhood Society
P O Box 126
Kitale

171. Kenya Christian Homes
P O Box 44261
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Tel: 501629

172. Kenya Consumers Organization
P O Box 21136
Nairobi
Tel 441812/2

173. Kenya Ear Foundation
P O Box 43774
Nairobi

174. KENFAD
P O Box 60583
Nairobi

175. Kenya Energy NGOs
P O Box 48197
Nairobi
Tel.748281

176. Kenya Freedom From Hunger Council
P O Box 30762
Nairobi
Tel: 43994

177. Kenya Gatsby Charitable Trust
P O Box 47089
Nairobi

178. Kenya Girls Guides Association
P O Box 40004
Nairobi
Tel: 729314

179. Kenya Hospital Christian Fellowship
P O Box 45322
Nairobi

180. Kenya Japan Association
P O Box 44920
Nairobi

181. Kenya Kidney Association
P O Box 30588
Nairobi

182. Kenya Medical Women's Association
P O Box 49877
Nairobi

183. Kenya Muslim Welfare Society
P O Box 43789
Nairobi

184. Kenya NGO Committee For The International Year of The Homeless
(IYSH)
P O Box 14186
Nairobi

185. Kenya Red Cross Society
P O Box 40712
Nairobi
Tel: 20680/28138

*186. Kenya Rural Enterprise Programme
P O Box 39312
Nairobi
Tel: 718301/2

187. Kenya Scouts Association
P O Box 41422
Nairobi
Tel: 25798

*188. Kenya Small Traders & Entrepreneurs Society
P O Box 12454
Nairobi

189. Kenya Society For The Blind
P O Box 46656
Nairobi
Tel: 501733/500215

190. Kenya Society For The Deaf Children
P O Box 42306

Nairobi
Tel: 27320

191. Kenya Society for the Mentally Handicapped
P O Box 42365
Nairobi
Tel: 336244/28715

192. Kenya Students Christian Fellowship
P O Box 41718
Nairobi
Tel: 339635

193. Kenya Tenri Society
P O Box 20094
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Tel: 721184

194. Kenya Union of the Blind
P O Box 34510
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Tel 822915/822989

195. Kenya University Association For the Blind
P O Box 27082
Nairobi

196. Kenya Voluntary Development Association
P O Box 48902
Nairobi
Tel: 25379

197. Kenya Volunteers Development Services
P O Box 310
Bungoma

198. Kenya Water For Health Organization (KWAHO)
P O Box 61470
Nairobi
Tel: 552405

199. Kenya Women Christian Association
P O Box 48011
Nairobi

*200. Kenya Women Finance Trust
P O Box 55919
Nairobi
Tel: 337709

201. Kenya Women Literature Group

P O Box 78789
Nairobi

202. Kenya Women's Society
P O Box 49838
Nairobi

203. Kenya Workers Relief Association
P O Box 50962
Nairobi

204. Kenya Youth Association Council
P O Box 62110
Nairobi
Tel: 336458

205. Kenya Young Men's Christian Association
P O Box 30330
Nairobi

206. Kindernothilfe
P O Box 39531
Nairobi

207. Kituo Cha Sheria
P O Box 7483
Nairobi
Tel. 226559

208. K-Map
P O Box 59400
Nairobi

209. Kenya National Council of Social Services
P O Box 47628
Nairobi

210. Konrad Adenauer Foundation
P O Box 43278
Nairobi

211. Know-Aids Society
P O Box 76618
Nairobi

212. KYAC Environmental Cons. Project
P O Box 16907
Nairobi

213. League of Red Cross and Crescent Societies of Kenya
P O Box 41275
Nairobi

214. Life Ministry
Box 62500
Nairobi
Tel: 723065
Telex 22733 AFRLIFE

215. Lions Clubs
P O Box 30693
Nairobi
Tel: 26235

216. Lutheran World Federation
P O Box 40870
Nairobi
Tel: 501634

217. Lutheran World Relief
P O Box 14205
Nairobi
Tel: 62781/ 62782

218. Mabato Health and Development Services
P O Box 34308
Nairobi

219. Maendeleo Ya Wanawake Organization
P O Box 44412
Tel: 222095/227033/223300
Nairobi

220. Makengie Development Agency
P O Box 1986
Meru
Tel 0164-30295

221. Makuyu Development Agency
P O Box 10304
Nairobi

222. Manor House Agricultural Centre
Private Bag
Kitale

223. MAP International
P O Box 21663
Nairobi
Tel: 569514/564355

224. Marketing Support Services
P O Box 52161
Nairobi

225. Marttaliitto
P O Box 58479
Nairobi

226. Materi Girls Centre
P O Box 194
Meru

227. Mavuno Christian Community Centre
P O Box 51780
Nairobi

228. Mazingira Institute
P O Box 14550
Nairobi
Tel: 442577/442592

229. Meals for Millions
P O Box 30762
Nairobi

230. Mennonite Board in East Africa
P O Box 14894
Tel: 740598/ 740484
Nairobi

231. Men of Trees
P O Box 29045
Nairobi

232. Minnesota International Health Volunteers
P O Box 43678
Nairobi

233. Mission Aviation Fellowship
P O Box 21123
Nairobi
Tel: 501267/501665

234. Mission Board Trust of Kenya
P O Box 22852
Nairobi

235. Mission For Children in Distress
P O Box 14
Vihiga

236. Missionaries of Charity
P O Box 32778
Nairobi
Tel: 792841

237. MPATA
P O Box 56457
Nairobi

238. Muslim Children Fund (Muslim Relief Fund.)
P O Box 30611
Nairobi
Tel 227720

239. Nairobi Hospice (NTCC)
P O Box 74818
Nairobi
Tel 722212

240. National Council of Churches in Kenya (N.C.C.K.)
P O Box 45009
Nairobi
Tel: 338211/336763

241. National Council For Population and Development
P O Box 30478
Nairobi
Tel: 228411

242. National Council of Women of Kenya (N.C.W.K.)
P O Box 43741
Tel: 224634
Nairobi

243. National Council of Tree Planters, Soil and Water
P O Box 69
Timau

244. National League of the Disabled of Kenya
P O Box 72819
Nairobi

245. National School Feeding Council (K)
P O Box 49772
Nairobi
Tel: 226847

246. New Life Mission Kenya
P O Box 20045
Tel: 557175
Nairobi

247. North Eastern Muslim Welfare Society
P O Box 312
Tel: 2075
Garissa

248. O F D A T
P O Box 6108
Nairobi

249. OFC Churches of Kenya
P O Box 55683
Nairobi
Tel 632418

250. Opportunities Industrialization Centre Kenya
P O Box 49323
Nairobi

251. Organization For All Youth in Africa and Volunteer Development
Services
P O Box 42942
Nairobi

252. OXFAM
P O Box 40680
Nairobi
Tel: 47025/47166

253. Partnership For Productivity
P O Box 52800
Nairobi
Tel 220410

254. P A T H
P O Box 76634
Nairobi

255. Pathfinder Fund
P O Box 48147
Nairobi
Tel: 222397
Fax 214890

256. Population and Health Services
P O Box 59328
Nairobi
Tel 564682

257. Population Council
P O Box 17643
Nairobi
Tel 442712

258. Population Services International
P O Box 48747
Nairobi

259. Pride
P O Box 34980
Nairobi

260. Programme For Appropriate Technology
P O Box 60157
Nairobi
Tel. 562899
Fax 562899

261. Programme For International Training in Health
P O Box 55699
Nairobi
Tel: 29670

262. Project Trust
P O Box 14032
Nairobi

263. Protestant Churches Medical Association
P O Box 30690
Nairobi
Tel: 62147

264. Public Law Institute
P O Box 52011
Nairobi
Tel: 330098/334529

265. Pwani Deaf Association
P O Box 86319
Nairobi

266. R C D A
P O Box 14205
Nairobi

267. R. E. A. C. H.
P O Box 34853
Nairobi

268. Redd Barna - Kenya
P O Box 60
Kandiego
Homa-Bay
Tel: 22555

269. Reformed World Relief Committee
Box 14205
Nairobi

270. Refugee Entrepreneurs Special Programme

P O Box 43801
Nairobi

271. Rhino Ark
P O Box 32879
Nairobi

272. Rift Valley Society of Disabled People
P O Box 7231
Nakuru

273. Rotary Club of Kenya
P O Box 62310
Nairobi

274. Rural Enterprising as Community Help
P O Box 73774
Nairobi

275. Rural Industrial Development Trust
P O Box 43387
Nairobi
Tel: 338500/1/65

276. Rural Youth Clubs
P O Box 30028
Nairobi

277. Salesians of Don Bosco
P O Box 1121
Embu
Tel: 20710

278. Saltlick
P O Box 301
Isiolo

*279. Sahelian Solutions Foundation (SASOL)
Box 14333
Nairobi
Tel. 582287

280. Salvation Army
P O Box 40575
Nairobi
Tel: 27541

281. Save The Children's Fund
P O Box 39664
Nairobi
Tel 747135

Fax 744657

282. Save The Children's Fund - Canada
P O Box 1722
Meru

283. S B E D A
P O Box 63067
Nairobi

284. S D A Rural Health Services
P O Box 42276
Nairobi
Tel 566031

285. St. Johns Ambulance
P O Box 41469
Nairobi
Tel 222396

286. St. John's Community Centre
P O Box 16254
Nairobi
Tel: 761674

287. St. Johns Council For Kenya
P O Box 41469
Nairobi

288. Sight Savers
P O Box 34690
Nairobi
Tel 501659

289. Sight By Wings
P O Box 51316
Nairobi
Tel 501672

290. Siloam International
P O Box 14065
Nairobi
Tel: 724086/47162

291. Simon Community
P O Box 478
Embu

292. SNV/Netherlands Development Organization
P O Box 30776
Nairobi
Tel: 733977

293. Society For International Development
P O Box 59620
Nairobi

294. Society of St. Vincent De Paul National
P O Box 32101
Nairobi
Tel 802696

295. Somali Socio-Economic Development Foundation
P O Box 68201
Nairobi
Tel 212393
Fax 740524

296. Spirit of Faith
P O Box 54256
Nairobi
Tel 803620

297. Study Centres of Kenya
P O Box 58579
Nairobi

298. Sudan Interior Mission
P O Box 50770
Nairobi

299. Supreme Council of Kenya Muslims
P O Box 45163
Nairobi

300. Survival Ministries
P O Box 24279
Nairobi
Tel 562008

301. Swedish Organization of Handicapped
International Aid Foundation
P O Box 53448
Nairobi

*302. Techno Serve
P O Box 14821
Nairobi
Tel: 443577/443578/443579

303. Tear Fund
P O Box 59440
Nairobi
Tel: 564881/567781

304. Terra Nuova
P O Box 74916
Nairobi
Tel 445511/2
Fax 443748

*305. Undugu Society
P O Box 40417
Nairobi
Tel: 552211, 540187

306. United Women's Muslim Association
P O Box 45107
Nairobi

307. Visa Shree Oshwal Community
P O Box 157
Thika

308. Voluntary Agencies Development Assistance (VADA)
P O Box 57781
Nairobi
Tel: 331019/ 339194/ 336773/ 332152

309. Voluntary Assistance Overseas (VSO)
P O Box 56413
Nairobi
Tel 337851/2

310. Volunteers In Technical Assistance (VITA)
P O Box 34336
Nairobi
Tel 721872

311. Wamama African Research Institute
P O Box 30913
Nairobi

312. Waudu Memorial Fund
P O Box 74755
Nairobi

313. Western Small Industrial Development Agency
P O Box 7014
Nairobi

314. Wildlife Clubs of Kenya
P O Box 40658
Nairobi
Tel: 742564

315. Wings For Progress
P O Box 47331
Tel: 337518/ 331624
Nairobi

316. Women's Enterprises Development
P O Box 67833
Nairobi

317. Women Fellowship Association
P O Box 74197
Nairobi

318. Women's Resource Centre
P O Box 7631
Nairobi

319. Word of Life
P O Box 29120
Nairobi
Tel: 29120

320. World Concern International
P O Box 61333
Nairobi
Tel 560413

321. World Education
P O Box 39312
Nairobi
Tel: 722792

322. World Gospel Mission
P O Box 467
Tel: 42099/ 44371
Nakuru

323. World Home Bible League
P O Box 67902
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Tel. 720329

324. World Missionary Evangelism
Box 60948
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Tel: 564785

325. World Muslim Congress
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326. World Neighbours Inc.

P O Box 14728
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327. World Organization of the Scout Movement
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328. World View International Foundation
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329. World Vision International
P O Box 50816
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330. World Water Resource Development Agency
P O Box 6407
Nairobi
Tel 338041/45 211602

331. Youth For Christ International
P O Box 14880
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332. Young Men Christian Association
P O Box 40710
Nairobi

333. Young Muslim Association
P O Box 48509
Nairobi

334. Young Women Christian Association
P O Box 40710
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335. ZOA Refugee Care - Canada
P O Box 76294
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Tel 715058/59

Sources: World Bank Files, UNDP Files, National NGO Committee,
Kenya Business Directory 1990, Industrial Trade Directory 1991,
Classified Directory 1987, Kenya Telephone Directory, 1988, Muticon
Files and The Nation Business Directory, 1992.

4. ACCOUNTANTS

Accounting for programme and project resources has been identified by UNDP as one of the major problems in its operations within Kenya in the past. Formally reliance has been on the Auditor General's Department of the Ministry of Finance where Government Execution was involved. This department, for various reasons, has not managed to have systematic audit of all resources and not just the financial ones. 162 organisations are listed.

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14. Bakul Kothari & Co.
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15. Basharat Butt & Co.
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18. Bore & Associates
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20. Carr Stanyer Sims & Co.
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21. Chauhan & Associates
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22. Chhaya & Co.
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23. Cook Sutton Gathinji & Co.
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24. Coopers & Lybrand
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Tel: 21482

25. David Marangu & Co.
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26. David Njiru & Co.
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27. David White & Co.
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28. Deloitte Haskins & Sells
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29. Devani Shah Trivedi & Co.
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30. Dhadialla & Associates
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31. Dmer
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32. E. Mascarenhas & Co.
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33. Easterbrook & Co.
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34. Ebrahim Mulla & Company
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35. Eldo Associates
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36. Ernst & Whinney
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37. F. M. Njoroge & Co.
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38. F. S. Munyao & Associates
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Machakos
Tel: 21241

39. G. Chaturbhai & Co.
Box 32518
Nairobi
Tel: 224902

40. G. D. Mehta & Co.
Box 80664
Mombasa
Tel: 311886

41. G. G. Sheikh

Box 81565
Mombasa
Tel: 20805

42. G. V. Nanavati
Box 11973
Nairobi
Tel: 227968

43. George Ziwa & Co.
Box 56927
Nairobi
Tel: 339895

44. Gateria Associates
Box 53697
Nairobi
Tel: 226275

45. Gill and Johnson
Box 40092
Nairobi
Tel: 742121

46. Githongo & Co.
Box 47089
Nairobi
Tel: 228206/8, 335073

47. Gulshen Jivanjee & Associates
Box 11163
Nairobi
Tel: 336055/6 Ext 4

48. H. R. Sahi & Asssociates
Box 46157
Nairobi
Tel: 220818, 336017

49. Himatial Shah & Co.
Box 80559
Mombasa
Tel: 26346

50. H. W. Gichohi & Co.
Box 34694
Nairobi
Tel: 338738

51. Handa Shah and & Associates
Box 43909
Nairobi

Tel: 7489573/5

52. Hiuh Nguyo & Co.
Box 44033
Nairobi
Tel: 336151

*53. Humphreys and Associates
Box 1815
Kisumu
Phone 42590
Fax 42942

54. Institute of Certified Public Accountants
Box 59963
Nairobi
Tel: 224629

55. J. A. Mwangi & Associates
Box 50648
Nairobi
Tel: 220691

*56. J. M. Njoya & Associates
Box 81358
Mombasa
Tel: 313375/24968

57. Jessie & Associates
Box 43682
Nairobi
Tel: 333201

58. Jivanjee & Co.
Box 44395
Nairobi
Tel: 569701

59. Jivanjee Shukia & Co.
Box 52234
Nairobi
Tel: 333201

60. K. Sultan & Co.
Box 45764
Nairobi
Tel: 724351

61. Kaisi Desai & Associates
Box 40639
Nairobi

Tel: 339601/224643

62. Kamili & Company
Box 1512
Machakos
Tel 21939

63. Kananda & Asssociates
Box 41286
Nairobi
Tel: 226062

64. Kantibhai Patel & Sons
Box 32816
Nairobi
Tel: 21962/742065

65. Kantilal & Partners
Box 40903
Nairobi
Tel: 62014, 62050

66. Kanubhai & Co.
Box 49739
Nairobi
Tel: 228164

67. Kassam & Associates
Box 49739
Nairobi
Tel: 225273, 338737, 338790

68. Kassim Bharadia & Co.
Box 67815
Nairobi
Tel: 331891, 220517

69. Kassim-Lakha Abdulla & Company
Box 473233
Nairobi
Tel: 223432/3

70. Keah & Co. Associated.
Box 43858
Nairobi
Tel: 221482

71. Kevin A. Tucker
Box 40587
Nairobi
Tel: 724107

72. Khalfan Brothers & Co.
Box 49099
Nairobi
Tel: 556557

73. Khalid Virdi & Co.
Box 30626
Nairobi
Tel: 721678,221536

74. Kigathi & Associates
Box 43581
Nairobi
Tel: 226062,339846

75. Kimani Kerrets & Co.
Box 46335
Nairobi
Tel: 336115,336104

76. Kirugu & Co.
Box 40470
Nairobi
Tel: 224590

77. Kishor Joshi & Co.
Box 83943
Mombasa
Tel: 316487

78. K. K. Consulting Associates
Box 60760
Nairobi
Tel: 226095

79. Kogi Kiburi & Associates
Box 73539
Nairobi
Tel: 340793/4

80. Koimburi & Associates
Box 61120
Nairobi
Tel: 226901

81. Kosieyo & Partners
Box 73774
Nairobi
Tel: 222880

82. Kothari & Co.
Box 10256

Nairobi
Tel: 225919, 229722

83. Kuria & Associates
Box 7
Nakuru
Tel: 41048

84. L. K. Methi Esquire
Box 493
Gatundu

85. Lekhi & Company
Box 43993
Nairobi
Tel: 221432

86. Litunya & Associates
Box 54584
Nairobi
Tel: 28322

87. M. D. Haranja & Co.
Box 45830
Nairobi
Tel: 221302

88. M. D. Patel & Co.
Box 47707
Nairobi
Tel: 229750

89. M. I. Sunderji & Company
Box 81124
Mombasa
Tel: 315416

90. Mandalia Accounting Services
Box 31256
Nairobi
Tel: 501846

91. Manohar Lall and Rai
Box 42027
Nairobi
Tel: 748313, 748306

92. Martin and Associates
Box 46091
Nairobi
Tel: 721331

93. Martin Coombs Shah & Co.
Box 42435
Nairobi
Tel: 226120, 335253

94. Massawa & Co.
Box 74774
Nairobi
Tel: 211345

95. Mbaya & Associates
Box 45390
Nairobi
Tel: 337448, 337466

96. Mchunguzi and Co.
Box 61220
Nairobi
Tel: 794760

97. Mehta Patel & Co.
Box 41652
Nairobi
Tel: 224935, 222362

98. Meralis Chartered
Box 67486
Nairobi
Tel: 20762

99. Mike Kiswili and Co.
Box 53238
Nairobi
Tel: 330600

100. Mitoko & Co.
Box 56927
Nairobi
Tel: 740887

101. Muchekehu & Co.
Box 42502
Nairobi
Tel: 20547

102. Muiruri Gitau & Associates
Box 52883
Nairobi
Tel: 568112

103. Mungai & Associates
Box 51280

Nairobi
Tel: 21098, 333580

104. Mungai & Associates
Box 42844
Nairobi
Tel: 332413

105. Muya and Associates
Box 40215
Nairobi
Tel. 443807

106. Murdoch McCrae & Smith
Box 46578
Nairobi
Tel: 27103

107. Nalin Shah & Co.
Box 49874
Nairobi
Tel: 331883, 25870

108. Naresh Khanna & Co.
Box 49899
Nairobi
Tel: 331050

109. Ndeti & Company
Box 314, Kitui
Tel: 22391

110. Nganga & Associates
Box 67120
Nairobi
Tel: 29908

111. Ngotho wa Kariuki & Associates
Box 52906
Nairobi
Tel: 25319, 330942

112. Ngugi and Associates
Box 22643
Nairobi
Tel: 793610

113. Niraji Patel & Co.
Box 40913
Nairobi
Tel: 745083

114. Niranjan Popat & Co.
Box 58159
Nairobi
Tel: 333418, 338408

115. Nitin Pandya & Co.
Box 99438
Mombasa
Tel: 26099

116. Njiru Associates and Co.
Box 56579
Nairobi
Tel: 62781/2

117. Ntalami and Co.
Box 45213
Nairobi
Tel: 337078

118. Nyaga Associates & Co.
Box 41868
Nairobi
Tel: 332781

119. Nyenge & Co.
Box 45040
Nairobi
Tel: 332399

120. Ongiti and Associates
Box 51255
Nairobi
Tel: 21785

121. Onkware & Associates
Box 30322
Nairobi or Box 1205 Kisii
Tel: 21785 Nairobi

*122. Ouko Reru & Co.
Box 1870 Kisumu
Tel: 41278

123. Oshawal Accountants
Box 46986
Nairobi
Tel: 24708

124. P Asekol & Co.
Box 80, Tororo

Is this a Kenyan based firm?

Tel: 4439, Tororo (4)

125. Pannell Bellhouse Mwangi
Box 44286
Nairobi
Tel: 727640, 727641, 727643

126. Patel & Patel Accountants
Box 46016
Nairobi
Tel: 22409

127. Patel Shah & Joshi
Box 41684
Nairobi
Tel: 24808

128. Peat Marwick Mitchell & Co.
Box 40612
Nairobi
Tel: 22862

129. P J Ruysenars
Box 86952
Mombasa
Tel: 313749

130. Praful Patel & Co.
Box 30048
Nairobi
Tel: 332600, 25187

131. Pramod Agrawal & Associates
Box 67967
Nairobi
Tel: 559575, 25187

132. Praphulchandra Rauchand Shah & Co.
Box 14974
Nairobi
Tel: 746357

133. Prem Shah Associates
Box 80890
Mombasa
Tel: 311822

134. Price Waterhouse
Box 41968
Nairobi
Tel: 20891, 21244

135. R. B. Patel & Co.
Box 41935
Nairobi
Tel: 25643

136. Rajni Shah & Co.
Box 12347
Nairobi
Tel: 742933

137. Raman Patel & Co.
Box 49347
Nairobi
Tel: 25347

138. R. N. Mistry & Co.
Box 81681
Mombasa
Tel: 24291

139. S. B. Patil & Co.
Box 10971
Nairobi
Tel: 750620

140. S. H. Alimohamed & Associates
Box 99235
Mombasa
Tel: 25970

141. S. M. G. Daya & Company
Box 90071
Mombasa
Tel: 311408

142. Samvir & Co.
Box 45299
Nairobi
Tel: 24842, 334713

143. Shah & Shah
Box 41805
Nairobi
Tel: 334055, 23097

144. Shah Sureshchandra & Co.
Box 46552
Nairobi
Tel: 26368

145. Shantilal Gala & Co.
Box 32567

Nairobi
Tel: 25450, 21897

146. Simpson & Cooper
Box 48788
Nairobi
Tel: 338541

148. Skett Associates
Box 20124
Nairobi
Tel: 65346

149. Swaly and Co.
Box 42213
Nairobi
Tel: 21962, 27128

150. Thethy and Associates
Box 42539
Nairobi
Tel: 542200

151. Thumbi Nganga & Associates
Box 1457
Tel: 0151 22808

152. Two N. Yajnik & Co.
Box 46585
Nairobi
Tel: 22848

153. V. A. Patel & Co.
Box 45139
Nairobi
Tel: 25723, 340230

154. V. B. Joshi & Co.
Box 83762
Mombasa
Tel: 20731/20732

155. V. J. Ruparelia & Co.
Box 46399
Nairobi
Tel: 24374/27185

156. Vipul Shah & Co.
Box 46986
Nairobi
Tel: 224708, 226826

157. V. V. Patel & Co.
Box 80789
Mombasa
Tel: 21712

158. Vijay Shariff & Co.
Box 31637
Nairobi
Tel: 336224

159. W. Gouder & Co.
Box 72032
Nairobi
Tel: 21039, 23506, 26010

160. Walubengo & Associates
Box 416
Webuye
Tel: 41078

161. Wainaina & Partners
Box 44561
Nairobi
Tel: 338287, 23010, 338055

162. Waithaka Mwangi & Co.
Box 74635
Nairobi
Tel: 333696

163. Walwa & Co.
Box 54262
Nairobi
Tel: 722145

164. Wambugu Associates
Box 86895
Mombasa
Tel: 21138. 311605

Sources: World Bank Files, UNDP Files, National NGO Committee, Kenya Business Directory 1990, Industrial Trade Directory 1991, Classified Directory 1987, Kenya Business Directory 1988, The Nation Telephone Directory, 1992, and Muticon Files.

5. ARCHITECTS

As the Kenyan population urbanises, there will be need to shift development activities to the urban areas. Since architects also double as urban planners and since housing and related activities are perceived as key areas for future programming, it was considered prudent to include this category. 118 Architectural firms are listed.

1. A. Hamid Architect
Box 41786
Nairobi
Tel: 224107

2. A. J. Odera & Associates
Box 51736
Nairobi
Tel: 340699

3. A. S. Sehmi & Associates
Box 14817
Nairobi
Tel: 49254

4. Africa Planning & Design Consultants
Box 40086
Nairobi
Tel: 43393

5. Ahuja & Associates
Architects & Design Consultants
Box 1333
Nairobi
Tel: 4007 Nyeri

6. Archer Associates
Box 40058
Nairobi
Tel: 20251/2

7. Archi-Systems
Box 14921
Nairobi
Tel: 61239, 61267

8. Archite Consult Architects
Box 53929
Nairobi
Tel: 727747/720466

9. Architects & Construction Consultants
Box 56482

Nairobi
Tel: 505189

10. Architects Collaborative
Box 20120, Nairobi
Tel: 566355, 566376

11. Architect, Shelter Systems
Box 45350
Nairobi
Tel: 729007

12. Archplan Associates Kenya
Box 14204, Nairobi
Tel: 740530

13. Arteriors
Box 10003, Nairobi
Tel: 47187, 43459

14. Associated Architects
Box 14569, Nairobi
Tel: 61873

15. Atelier International Architects
Box 48486, Nairobi
Tel: 61312

16. Bashir, Ali Mohammed Ali
Box 40086
Nairobi
Tel: 43940/43991

17. Boma Consultants
Architects & Urban Designers
Box 52983
Nairobi
Tel: 545347

18. Brar T. S. & Associates
Box 40376, Nairobi
Tel: 332172

19. Building Designer & Consultant
Box 47185
Nairobi
Tel: 744335/747733

20. Chani Lall Partnership
Box 39550, Nairobi
Tel: 748304, 747009

21. Chaniyara V. D.
Box 81428
Mombasa
Tel: 20372
22. Chudha International
Box 41009, Nairobi
Tel: 48895, 49160
23. Con Arch Associates
Box 58015, Nairobi
Tel: 748555
24. Consulting Architects
Box 54634
Nairobi
Tel: 740414
25. Covell Mathews Partnership
Box 40677, Nairobi
Tel: 722954
26. Crowder Associates
Box 25142
Nairobi
Tel: 62207
27. Dadam Ayub Mohammed
Associate Architect, Partnership
Box 87826
Mombasa
Tel: 315777/8
28. Dalgliesh Marshall
Box 42878
Nairobi
Tel: 28236/7
29. David Belgin Architect
Box 245773
Nairobi
Tel: 882550
30. Design Consortium
Box 48040
Nairobi
Tel: 61179
31. Design Consult International (K)
Box 46248
Nairobi
Tel: 723427/8

32. Dhariwal & Associates
Box 16216
Nairobi
Tel: 20486

33. Dr. E. May & Partners
Box 90411
Tel: 23310
Mombasa

34. Flatt, Derrick
Box 14396
Nairobi
Tel: 742688

35. G. A. Sardelli Chartered
Box 60289
Nairobi
Tel: 22107/20285

36. Gilbert Kibe & Partners
Box 14417
Nairobi
Tel: 748409

37. Githunguri & Collins Architects
Box 60437
Nairobi
Tel: 48339

38. Githuthu Assoc. Arch. & Design Consults
Box 82853
Mombasa
Tel: 315045

39. Githutho & Associates
Box 82853
Mombasa
Tel: 315045

40. Govani Associates, Chartered Architects
Box 60437
Nairobi
Tel: 723427/8

41. Govind & Associates
Principal Architect
Box 86124
Mombasa
Tel: 86124

42. Hamid Abdul

Sole Proprietor Firm
Box 41786
Nairobi
Tel: 24107,21828

43. Hughes & Polkinghorne
Box 42693
Nairobi
Tel: 223574/75

44. H. S. Nandra
Box 46186
Nairobi
Tel: 725023, 725024

45. Hamid Abdul
Box 41786
Nairobi
Tel: 24107, 21828

46. Haria A. K.
Box 47551
Nairobi
Tel: 26757

47. Hernandez E.
Box 20120
Nairobi
Tel: 21685

48. Hughes & Polkinghorne
Box 42693
Nairobi
Tel: 23574/5

49. Inbred Architects Kenya Ltd.
Box 58121
Nairobi
Tel: 331091,337052

50. Intergroup
Box 40885
Nairobi
Tel: 24779, 23554

51. Iqbal & Associates
Box 46337
Nairobi
Tel: 25158, 330616

52. J. K. Githuiri & Partners
Box 75453

Nairobi
Tel: 795313

53. J. R. P. Brooke
Box 43186
Nairobi
Tel: 582240

54. Jami-Trident Associates
Box 67532
Nairobi
Tel: 335279

55. John Burrow & Partners
Box 30215
Nairobi
Tel: 29865

56. John E Walsh
Box 49635
Nairobi
Tel: 62207

57. Jun-Star Consultants
Box 45601
Nairobi
Tel: 21763

58. K. & K. Archplans
Box 51009
Nairobi
Tel: 20456

59. K. L. Patel Architects
Box 60809
Nairobi
Tel: 27208, 339731

60. Kamau Karogi Architects
Box 54734
Nairobi
Tel: 336317

61. Kanye & Partners
Box 54728
Nairobi
Tel: 24359

62. Kapila Suresh
Box 40636
Nairobi
Tel: 740530

63. Kareng Mungai
Box 99326 Mombasa
Tel 316372

64. Kari Henrik Nostvik
Box 14170
Nairobi
Tel: 60620, 62074

65. Khandwalla Abdulhaq Abdulwahid
Box Principal Firm
Box 87325
Mombasa
Tel: 315618

66. Kibe Gilbert & Partners Architects
Box 14417
Nairobi
Tel: 748409

67. Landplan Group Africa Inc.
Box 14597
Nairobi
Tel: 721328, 720658

68. Mario Rabaglino
Box 45241
Nairobi
Tel: 29401

69. Mazingara Systems Architects
Box 34636
Nairobi
Tel: 222828

70. Mbinda Arcon
Box 58694
Nairobi
Tel: 29056

71. Mund Associates
Box 47199
Nairobi
Tel: 331202, 25575

72. Mutiso Menezes International
Box 44934
Nairobi
Tel: 742710

73. Nandra T. S. & Associates
Box 42180

Nairobi
Tel: 20927

*74. Ngibuini & Associates
Box 42779
Nairobi
Tel: 23290/22857

75. Ngotho Viegas Associates
Box 43751
Nairobi
Tel: 26144

76. Nyanja Associates Architects
Box 52661
Nairobi
Tel: 337747

77. Nyaseme Joel
Chartered Architect
Box 21537
Nairobi
Tel: 728875

78. Obunga Odhiambo Architects
Box 51176
Nairobi
Tel: 799231

79. Oungu Associates
Box 1775
Kisumu
Tel: 40825

80. P. S. G. Martins
Box 84181
Mombasa
Tel: 25597

81. Parviz Aghaipour & Associates
Box 59549
Nairobi
Tel: 747009

82. Patrick Will & Associates
Box 84229
Mombasa
Tel: 24667

83. Peterson & Associates
Box 3200 Eldoret

Tel: 31084/32001

84. Paul T. Kelley & Associates
Box 74381
Nairobi
Tel: 330482, 330483

85. Planning Systems Services
Box 57009
Nairobi
Tel: 43821, 43822

86. Planoconsult Architects
Box 54959
Nairobi
Tel: 337052

87. Radconsult
Box 56482
Nairobi
Tel: 505189

88. Reuben M. Mburugu
Box 1643
Meru
Tel: 20740

89. Ramani Consultants
Box 48253
Nairobi
Tel: 567416

90. Rambaldo Associates
Box 43947
Nairobi
Tel: 740205

91. Richard Hughes
Box 14390
Nairobi
Tel: 61616/5

92. Robarts International
Box 43153
Nairobi
Tel: 332774

93. Samuel Rionge & Partners
Box 40225
Nairobi
Tel: 720466

94. Sancias Architects
Box 50114
Nairobi
Tel: 61966

95. Shahjehan Khan Associates
Box 83605
Mombasa
Tel: 23827

96. Shelter Systems
Box 45350
Nairobi
Tel: 47068

97. Shepherds Consortium Ltd. International
Box 47057
Nairobi
Tel: 567665

98. Simon Woods
Box 10003
Nairobi
Tel: 43459

99. Space & Systems
Box 54560
Nairobi
Tel: 569623

100. Stanford M. Webb Associates
Box 49928
Nairobi
Tel: 22999

101. Symbion International
Box 70577
Nairobi
Tel: 725873, 724482

102. Synthesis Design Consultants
Box 49224
Nairobi
Tel: 564810

103. T. S. Brar & Associates
Box 40376
Nairobi
Tel: 332172

104. Tectura - Kenya
Box 54634

Nairobi
Tel: 740414

105. Tekno Drauft Associates
Box 73714
Nairobi
Tel: 24043

106. Thara Consultants
Box 30725
Nairobi
Tel: 749655

107. Thuo Associates
Box 59938
Nairobi
Tel: 726760

*108. Triad Architects Planners
Box 30725
Nairobi
Tel: 749665/6

109. Trzebinski, Gaal & Associates
Box 84045
Mombasa
Tel: 24892

110. V. D. Chnaniyara
Box 81428
Nairobi
Tel: 21135

111. Vamos & Partners
Box 45568
Nairobi
Tel: 720855, 723151

112. Vincenzini, Francesco
Box 45312
Nairobi
Tel: 28221

113. Wachoraji Associates
Box 11677
Nairobi
Tel: 339894

114. Waheed, Abdul
Box 59464
Nairobi

Tel: 745852

115. Waweru & Associates
Box 43642 Nairobi
Tel: 740535/6/7

116. Womi Associates
Box 50365
Nairobi
Tel: 335984

117. Wubu Architects
Box 52624
Nairobi
Tel: 224648

118. Zevet Architect & Engineers
Box 44090
Nairobi
Tel: 720937

Sources: World Bank Files, UNDP Files, National NGO Committee, Kenya Business Directory 1990, Industrial Trade Directory 1991, Classified Directory 1987, Kenya Telephone Directory 1988, The Nation Business Directory, 1992, and Muticon Files.

6. CONSULTING ENGINEERS

Finally the fifth category was engineers. In UNDP's experience, there is little engineering input in many of the projects undertaken in the past. The planning seems to be primarily in the economic realm and not engineering. This is particularly so if equipment utilisation is to be improved. For these reasons this category was deemed important for inclusion. 41 Engineering firms are listed.

1. Alexander Gibb & Partners (Africa)
Box 30020
Nairobi
Tel: 222543

2. Beakim Consultants
Box 86676
Mombasa
Tel: 311259

3. Bhachu Associates
Box 392265555
Nairobi
Tel: 749764

4. Bhundia Associates
Box 48499
Nairobi
Tel: 335144/5

5. Bikroconsult
Box 45053 Nairobi
Tel: 25535, 332601

6. Bish International.
Box 47040
Nairobi
Tel: 25444, 336547, 20350

7. Carl Bro. Kenya Ltd.
Box 46505 Nairobi
Tel: 28191

8. Cosmas & Helen PMC
Box 22336
Nairobi
Tel: 335608

9. D. D. Patel & Associates
Box 49385
Nairobi

Tel: 26108, 330752

10. Dogra Associates
Box 46239
Nairobi
Tel: 745283

11. Engi-Consult
Box 42256
Nairobi
Tel: 743951, 740879

12. Euro-Consult
Box 47040
Nairobi
Tel: 25444, 20350

13. Gath Consulting Engineers
Box 14279
Nairobi
Tel: 740776, 746270

14. Gauff H. P. Ingenieure K. G.
Box 49817
Nairobi
Tel: 337244, 445407, 445288

15. Geomax Consulting Engineers
Box 53748
Nairobi
Tel: 723538, 728732

16. Grade Consulting Engineers
Box 55501
Nairobi
Tel: 729462, 728702

17. H. S. Birdi & Associates
Box 14197
Nairobi
Tel: 740384

18. Interlect Consulting Engineers
Box 80993
Mombasa
Tel: 20862

19. Joshua Oiro & Sons
Box 75542
Nairobi
Tel: 226992

20. Kaburu Okello & Partners
Box 47437
Nairobi
Tel: 339824

21. Keyplan Engineers
Box 74602
Nairobi
Tel: 331324

22. Kisa & Partners
Box 60203
Nairobi
Tel: 749639

23. Kithimba & Associates
Box 47027
Nairobi.
Tel. 443130/441146

24. Kitololo Consultants
Box 48388
Nairobi
Tel: 339823, 27695

25. M. E. Consulting Engineers
Box 43324
Nairobi
Tel: 564386, 564291

26. Mangat I. B. Patel & Partners
Box 48674
Nairobi
Tel: 225955, 336517, 225087, 228338

27. Mila Engineering Consultants Ltd
Box 72444
Nairobi
Tel: 332053, 332795, 224919

28. Ngilu Associates
Box 51498
Nairobi
Tel: 743136, 743154

29. Norconsult A S
Box 48176
Nairobi
Tel: 225580, 337771, 226883

30. Otieno Odongo & Partners
Box 54021

Nairobi
Tel: 564985/6/7

31. Professional Consultants
Box 45792
Nairobi
Tel: 545840

32. Rofe Kennard & Lapworth
Box 10222
Nairobi
Tel: 721197/8

33. Runji & Partners
Box 68053
Nairobi
Tel: 220847

34. Shako & Partners
Box 30980
Nairobi
Tel: 330729, 727672

35. Sapamo Consultants
Box 61816
Nairobi
Tel: 561413, 561414

36. Sehmi A. S. & Associates
Box 14817
Nairobi
Tel: 49254

37. Sudd Consultant Engineers
Box 1967
Kisumu
Tel: 45063/44132

38. Uniconsult (K) Ltd.
Box 59763
Nairobi
Tel: 330403

39. V. M. Zvan & Associates Ltd.
Box 56459
Nairobi
Tel: 722930

40. Ward, Ashcroft & Parkman (EA)
Box 41452
Nairobi
Tel: 334185

41. Westconsult
Box 50222
Nairobi
Tel: 24567

Sources: World Bank Files, UNDP Files, National NGO Committee,
Kenya Business Directory 1990, Industrial Trade Directory 1991,
Classified Directory 1987, Kenya Telephone Directory 1988, The
Nation Business Directory, 1992, and Muticon Files.

7. SPECIAL INSTITUTIONS

In discussions with UNDP, it was established that some institutions have had previous relationships with it. The premier institution in this sense is the Government of Kenya which through its External Resources Department of the Ministry of Finance has been responsible for handling UNDP finances for its is the negotiating arm of the government for all external aid.

The International Centre for Insect Physiology and Ecology (ICIPE) is covered in the special institutions category for it is neither a local NGO, for it has an international charter and board, and, is not one of the UN-related specialised agencies like Habitat or UNEP.

Africa 2000 Network was created to handle NGOs for the UNDP. It inclusion is important to establish how this approach is working and whether there are long term possibilities for its use.

It is generally felt that the Kenya trading and manufacturing private sector will become an object of development activities as donors, UNDP included, develop programmes for technical retraining and human resources development as the sector grows. This is already suggested by the Jua Kali Project of the UNDP. On the basis of these concerns it was decided to include the main employers' and workers' organisations for they could have roles in future programme activities. The organisations are Federation of Kenya Employers (FKE) and Central Organisation of Trade Unions (COTU). The National Chamber of Commerce and The Kenya Association of Manufacturers were left for they are narrow. There is no alternative national labour organisation.

1. AFRICA 2000 NETWORK
Box 30218
Nairobi
Tel.

2. INTERNATIONAL CENTRE FOR INSECT PHYSIOLOGY AND ECOLOGY (ICIPE)
Box 30772
Nairobi.
Tel. 802501

3. EXTERNAL RESOURCES DEPARTMENT
MINISTRY OF FINANCE
GOVERNMENT OF KENYA
Box 30007
Nairobi
Tel.338111

4. FEDERATION OF KENYA EMPLOYERS (FKE)
Box.48311
Nairobi

Tel. 721929

5. CENTRAL ORGANISATION OF TRADE UNIONS (COTU)
Box 13000
Nairobi
Tel. 761375

NB
I assume that "Special Institutions" are those
that play a Central in one way or another.
In this light I am surprised the
Exchequer and Audit Department and the
Auditor-General (Opposition) are both left out.
Most of our NEX projects are and might
continue to be implemented by Government
Ministries and Parastatals anyway!
Please amend this anomaly.

CHAPTER 4: SPECIAL INSTITUTIONS

1. EXTERNAL RESOURCES DEPARTMENT, MINISTRY OF FINANCE.

The External Resources Department (ERD) of the Ministry of Finance is responsible for initially handling all the external resources. It is organised in such a way that for each major donor, or group of donors, there is a desk officer. The Director, usually a very experienced officer, is overall in-charge. He is appointed by the Public Service Commission, the body responsible for appointing civil servants. He is assisted by two deputies who similarly have extensive experience. Under them are 13 Donor-Desk officers who in turn supervise 30 Assistant Desk Officers. Other than the units which handle specific donors, there are units for Disbursement, NGOs and general technical assistance.

Desk officers form the hub for work organisation. Their varied work is discussed with the Director as need arises and they then breakdown the work between themselves and the assistant desk officers. The disbursement and accounting work is supervised by the accounts controller under the guidance of the Ministry of Finance Head of Accountancy *Services. He is also answerable to the Director of ERD.*

Formalistically, ERD does not have international status and neither can it self contract for the contracting party is the Ministry of Finance or other GoK organs. It is not authorised to operate internationally. Through the Paymaster General it can hold funds in local and foreign currency.

What does this mean? It is not authorised to deal with donors.
Since the ERD handles all donor funds, it covers all sectors of the economy. In its words, it is: "Mandated to co-ordinate activities between the donors/donor agencies and the government ministries, and implementing agencies." Its main objectives, stemming from its mandate is to assure "efficiency in donor funds utilisation, fulfilment of loan conditions in time and facilitation of loan repayment and project implementation". Its clientele therefore are all GOK organs with donor funding contacts, all the donor organisations funding activities in the country, private and ngo organisations seeking to utilise donor funds.

The major ERD activities are co-ordination of loan proposals, participation in loan negotiations and appraisal, project implementation monitoring and reporting. For the NGO sector, ERD further handles work permits and exemption form duty issues handled on a case by case basis as opposed to bilateral and multilateral donor arrangements on the same which are governed by formal agreements. This may change given the new registration of NGOs under Office of the President.

Several of the information categories asked in the questionnaire are outside the purview of the ERD. For example, Project Planning Capability, which is the responsibility of other GoK organs for

example Ministry of Planning and National Development, sectoral ministries and parastatals. International Personnel Recruitment is vested with the Permanent Secretary, Ministry of Finance whereas local recruitment is vested with the Public Service Commission. Procurement is vested with the Central Tender Board and contracting with the Ministerial Advisory Committees. Fellowship and Study Tours are the responsibility of Ministerial Training Departments and committees.

On Project Implementation Capabilities, Project Management is with other GoK offices. So is Research, Training, Conferences, Publication /Information Dissemination and Advisory Services.

However, given ERD'S mandate for co-ordination and reporting on the same, its Accounts Department and Disbursement Unit, staffed with CPA trained personnel, are responsible for supervising resources and reporting on them back to the donors. The Financial Management procedures are the ones codified for the wider GoK system or specifically specified in a funding instrument. It is thus possible to establish a specific account for the UNDP and reporting of the account adjusted to the UNDP fiscal year. However it is important to note that even in this case, the financial and budget authority is usually with the Permanent Secretaries who in law are the accounting officers for ministries. Similarly, disbursement authority is with the various accounts controllers in the ministries. Auditing is essentially with the GoK Controller and Auditor General for ministries and Auditor General Corporations for Parastatals. These two officers in theory ^{are} supposed to prepare audits at the end of each financial year. The GoK financial year ends in June. It is public information though that these audited reports are always late.

Is this indeed the case. Are the deadlines of 30/6 and 30/3 not always met. Find out.

Discussions with UNDP staff have shown that they are familiar with the basic mandate of the ERD which is to co-ordinate donor resources. It is not to implement donor projects and neither is it to audit project activities or finances. Statutory responsibilities for auditing project activities lies with the Ministry of National Development and Planning. Financial audit responsibilities for ministerial activities lies with the Controller and Auditor General and for Parastatals with the Auditor General Corporations.

There is therefore the inevitable conclusion that ERD is an instrument for managing the fundraising process and not for planning or implementing projects. It reports on the activities of other organs of state. Since any of the many GoK organs can implement projects, the assembly of the financial data, the auditing of it, project activity audits, enhancement of project planning and implementation capacities must be tailored to other agencies through the ERD.

Some steps have been undertaken towards these activities. Notable was the holding of the GOK/UNDP Workshop on Project Procedures for

10% efficiency? Delivery rate? What do you have in mind?

National Execution on 28/29 April 1992. During this workshop, issues limiting government execution and implementation, which then was only about at 19% efficiency, were discussed between the various GOK implementing agencies and UNDP programme and management personnel. UNDP reports that by February 1993, implementation efficiency had was standing at about 85%.

As we discuss under the National Execution chapter 2, the negotiating and reporting role of the ERD may grow as National execution expands to embrace the private and voluntary sectors.

2. INTERNATIONAL CENTRE OF INSECT PHYSIOLOGY AND ECOLOGY (ICIPE)

ICIPE is an organisation with an international charter whose world headquarters is in Nairobi. It is therefore able to make agreements without any encumbrances with international bodies like it has already done with UNDP. It can hold local and international currency accounts.

ICIPE's mandate is "advanced scientific research" and the objectives are "generation of pest management technologies, education for scientific leadership and partnership with National Agricultural Research Stations (NARS) in technology application." Its operations in core research and education are supported by specialist units in chemical ecology, molecular biology, biotechnology, biomathematics, social sciences and experimental insect and animal breeding.

The highest scientific, administrative and financial policy making body is the Governing Council made up of scientists, research and development administrators and business and financial executives. Six are from Africa, 5 from Europe, 2 from USA, 2 from Australia and 1 from Japan. Under it is an Executive Board.

The chief executive, who is a director, is appointed after an international advertisement for five year renewable contract period. He is responsible for "executive board coordination and monitoring the execution of scientific programme and management of financial affairs."

The organisations clientele is "resource poor rural communities in the tropics" and its major activities are research on crop pests, locusts, tsetse flies, livestock ticks and medical vectors as well as education Ph D programme in insect science, pest management documentation, research management and practitioner course. Given its objectives, programmes are developed from the level of the Governing Council which approves strategic plans submitted by the Executive Board and the ICIPE Director. On approval, these plans are discussed with Directors of Research, Agriculture, Health, and Planning from African countries and then work is undertaken under

the daily supervision of the Director, Deputy Director and ad hoc Programme Leaders depending on the nature of the programme.

The Deputy Director advises the Director on scientific matters and the Administration Manager is responsible for administration. A Financial Manager is responsible for finances. Middle level managers have post-graduate and professional qualifications.

Project Planning Capacity includes 90 natural scientists, 10 social scientists and 6 planners. Depending on the particular research activity, teams are created from the three distinct disciplines for Project Formulation. Since ICIPE has been involved in implementing UNDP projects, it is familiar with the UNDP project formulation procedures.

ICIPE has a Human Resources department under the Administration and Information Division which is responsible for recruitment locally and internationally. Its procedures are international and local advertisement, shortlisting and interviews. Given the fact that ICIPE works with a lot of international staff and institutions, they have acquired a lot of experience with both personnel and procurement. There is a distinct Supplies and Stores Department within the Finance Division. Its personnel has Institute of Purchasing and Stores qualifications. Contracting falls within the Administration and Information division.

Project Management, related to scientific work, falls under the Deputy Director and Chief Planning Officer who holds a staff position in the Directors Office. The Deputy Director position is usually Ph.D. level and the Chief Planning Officer has MBA. There is in place a computerised project management system from which reporting is done on quarterly, half yearly or yearly basis as well as end of project. ICIPE argues that it would have scientists, economists, planners, accountants, procurement personnel, administrators, computing facilities laboratory equipment and experimental field facilities for UNDP project implementation. Since it is basically an insect research institution, it is able to undertake most aspects of Research, Training and Information Dissemination on related fields. It has financial management capability in the Finance Division which would be able to operate separate UNDP dedicated accounts. It is audited by an international firm and audits take place every calendar year.

3. AFRICA 2000 NETWORK

This environment oriented funding NGO, created by UNDP, and without an endowment reserve fund, has diplomatic status stemming from its creator. Consequently it can contract international agencies. It cannot open and use accounts in both local and foreign currency accounts for all its funds have to come through the UNDP. It cannot operate outside Kenya. Clearly one way of enabling it to work more

efficiently would be to get it some endowment and to facilitate its having the capacity to handle both local and foreign accounts independently.

Its basic mandate is to provide financial assistance to NGOs and community groups undertaking environmental projects. Its objectives are to finance environmental projects, to encourage ecologically sound natural resource management and to encourage networking of the organisations funded.

Africa 2000 is thin on personnel. It is composed of one Coordinator in UNDP New York Office and one National Coordinator in Kenya who has two support staff. She has no board but is assisted by a national project selection committee.

The National Coordinator duties are to review project proposals, monitor projects, develop and implement networking activities, manage the network and liaise with NGO and community clients. It is not clear how she was selected or even her term of office. These issues are under discussion within UNDP. So is the issue of a second professional to assist her for clearly the work is wide ranging. *show in the NRP category*

The National Coordinator is responsible for Programme Formulation, Implementation and Management solely. No formal project formulation procedures are worked out yet. Africa 2000 is familiar with UNDP project formulation procedures for it has to follow them to get the funds for onward giving.

To date, this organisation has not had to recruit international or local personnel for it hived off from the UNDP Country office. Procurement is through UNDP country office and equipment is specified by the National Co-ordinator. Contracts and Study Tours have not been undertaken.

On Project Implementation Capability, Project Management issues are not particularly relevant for this is undertaken by organisations receiving grants. In the narrow sense of whether the National Coordinator is implementing the project satisfactorily, there has not been an evaluation yet. To date she has reported to the Coordinator in New York quarterly as required. Monitoring and Evaluation is part of her job. She ensures that the activities for which grants are given are followed. No Research is undertaken. Training and Conferences are undertaken when the client organisations indicate need for training or a conference. The National Coordinator's role is only to identify the training institution and to give the grant for the institution undertaking the training or holding the conference. No formal Publication and Information Dissemination efforts are undertaken yet. Advisory Technical Services on Environment are given by the Coordinator, who is trained in environmental sciences.

The National Coordinator is responsible for finances but the operational financial management is in the UNDP Country Office.

This approach of giving resources on environment to NGOs and Community Groups is new. It is possible to expand it if more staff is put into place, if methods and procedures, independent of the UNDP, are put in place and finally ~~of~~ there is demand for it. It is not clear that the only demand for support of NGOs and community groups is only in the environmental sector. However, this is not to argue that UNDP cannot decide to increase its activities to this sector and to support many more activities than to date. Clearly, what has been attempted is an approach where a local NGO can grow into a funding agency oversighted by UNDP.

CHAPTER 5: NATURE OF SAMPLED CAPACITY FOR NATIONAL EXECUTION

1. BACKGROUND

The Government of Kenya (GOK) has made policy commitments to expand national execution of UNDP funded projects. In support of these commitments UNDP has undertaken a study on capacity of local institutions to determine their ability to execute projects on behalf of UNDP. The study was based on a sample of 84 local firms. The information was collected through comprehensive questionnaire sent to the firms. Responses were received from 27 firms. The analysis that follows is based on 25 of these responses. One was returned essentially blank. Two were received after the 25 were analyzed.

Decisions on execution arrangements for UNDP-funded projects are often made arbitrarily on the basis of superficial analysis. If national management capabilities is to be utilized and developed by UNDP-funded projects, a clear picture of the capacities available from government must be obtained during the project formulation or appraisal in order to provide the basis for sound recommendations of execution arrangements.

The assessment of the capacity of the institution to be involved in execution of UNDP-funded project should be carried out by people who are outside the institution being considered to execute the project. This could be done by UNDP programme officers, Government co-ordinating personnel or independent experts hired to carry out the assessment. It is important that such assessment should focus on management aspects, financial managements and technical competence as they relate to the project.

The analysis that follows attempts to bring out highlights of the responses received on salient aspects for the capacity requirements for the local firms. Attempts are then made to generalize what could be expected within the framework of the Kenya existing market. The analysis of these results is not a substitute for the need to undertake a capacity study every time a firm is chosen to execute a UNDP-financed project. The questionnaire developed to collect this data could be used by UNDP to collect such information on each organisation being considered for executing a UNDP financed project.

2. ANALYSIS OF SURVEY RESULTS

2.1 BASIC FACTS

Of the 24 firms which responded to the questionnaires in time for analysis, 18 were local and 6 were international. Of the 18 local firms 13 were private and 5 were NGOs. Three of the international

firms were private and three were NGOs. This is shown in Table 1 below.

Table 1: Types of Firms

Firm	Government	NGO	Private	Total
Local	0	5	13	18
International	0	3	3	6
	0	8	16	24

A further analysis of the 24 firms which responded showed that 17 local firms and 7 international firms actually maintained foreign accounts and would, therefore, be able to facilitate international transactions required under UNDP-funded projects. 18 local firms and 6 international firms indicated that they could actually enter agreements with international agencies. This again points out that a number of local firms can enter into agreement with UNDP and actually transact business on its behalf. Table 2 below shows this situation.

Table 2: International Business Capability

Firm	Maintains Foreign Account	Enters Agreement with International Agencies
Local	17	18
International	7	6
	24	24

2.2 GENERAL INFORMATION

Table 3 provides a cross tabulation of the mandate for the firms and the clients served. The table indicates that out of 24 firms which responded 15 are involved in providing services such as training, consultancy management and planning to community based organizations. Thirteen firms provide services to industrial organization and only 2 indicated that they provide consultancy and management services to international agencies.

Table 3: Mandates and Clients Served

MANDATE	CLIENT SERVED				
	Community Organ.	Industrial Organ.	Government	Internat. Agenc.	Banking Instit.
Training	7	4	1	-	-
Consultancy	1	2	4	1	1
Management	5	5	1	1	2
Planning	2	2	1	-	-
	15	13	7	2	3

2.3 PLANNING CAPACITY

Considering planning experience with UNDP, 12 firms indicated that they were familiar with the project definition as applied by UNDP. Of these, six had over 10 years experience and six had less than 10 years of experience with UNDP. It is not easy at this stage to infer whether capacity does exist among these firms to execute the UNDP-financed project. Suffice it to say that at least some experience does exist upon which NEX can be built. Table 4 shows the results on planning capacity. X

Table 4: Planning Capacity

Project Planning Experience	Project Def. Familiarity	>10 Years Experience	<10 Years Experience
With UNDP	12	6	6
With other Donors	10	3	7
	22	9	13

2.4 INPUT MOBILISATION CAPACITY

Table 5 below provides an analysis of the firms' ability to mobilize inputs required to implement UNDP-financed project. On established procedures for recruitment, contracts, procurements and fellowships, 10 firms indicated that they have established

procedures for personnel recruitment. Twelve firms had established procedures for procurement. 7 firms had established procedures for contracting and 6 had established procedures to organize fellowships.

Six firms indicated that they have negotiable terms and conditions for their recruits. As indicated in the table, 18 firms indicated that all their job opportunities are advertised. Seven firms indicated that they could handle customs clearance. Six of them further indicated that they competitive bidding in awarding their contracts.

Table 5: Input Mobilization Capacity

	Personnel				
	Local	Intern- ational	Procure ment	Contra- cting	Fellow- ship
Firm established procedures for Recruit/Procure/Contract/Fellow	6	4	12	7	6
Terms/Condition Negotiable	4	2	-	-	-
Job Opportunities Advertised	14	4	-	-	-
Handles customs/clearance	-	-	7	-	-
Applies competitive bidding	-	-	6	-	-

2.5 PROJECT IMPLEMENTATION CAPACITIES

Several firms indicated implementation capabilities in the fields of project management, research, conference organization, training and advisory services. 22 firms reported that they have capacities in the field of project management. 11 of these firms have project management manuals. Five of them have experience related to UNDP project management and 5 of them have actually provided services in the field of project management.

Eight firms indicated that they have capabilities in research. Two

of these firms have research manuals and 5 have actually conducted research in recent years.

On training capabilities, 22 firms reported that they have experience in the field. 7 of them actually reported having experience related to UNDP training activities. Five of the firms indicated that they have good training facilities. The firms also reported capabilities in conducting conferences. 15 firms indicated they have capabilities in this field. Table 6 shows these capabilities.

Table 6: Project Implementation Capabilities

	Project Manage.	Research	Training	Conference	Advisory Services	Others
Manual Exists	11	2	5	-	-	1
Experience Related to UNDP exists in the following	5	1	7	4	2	-
Facilities exists for the following	-	1	5	3	2	1
Firms provide the following services	5	5	5	8	-	-
	22	8	22	15	4	1

2.6 FINANCIAL MANAGEMENT CAPABILITIES

In Table 7, financial management data is presented. Of the 24 responding firms, 14 had financial management procedures codified. 21 firms indicated that they can actually maintain a separate account for UNDP. On the flexibility of the accounting system, 18 firms reported that they can maintain account according to UNDP fiscal year. The analysis of responses also shows that most of the firms have well established disbursement mechanisms and employ recognized auditors to check their accounts on regular basis. Seven of the firms specifically indicated that they have experience with the UNDP financial procedures.

Table 7: Financial Management Capabilities

	Yes	No	Unknown	Total
Financial Management Procedures Codified	14	2	9	25
Separate Account can be maintained for UNDP	21	-	4	25
Account can be maintained according to UNDP fiscal year	18	-	7	25
Firm has disbursement authority	21	-	4	25
Recognized Auditor employment	21	-	4	25
Firm has experience with UNDP Financial procedures	7	11	7	25

3. CONCLUSION

From the analysis of the responses in the above section, one can make specific observations:

a. That the infrastructure does exist in the country to build a framework for NEX.

b. That even though, the capacities exist in the country in the various fields like project management, research, training, fellowship and advisory services, a lot more need to be done by UNDP in term of creating additional capacity for local firms to execute/implement UNDP funded projects. The pathway to this may be to organise a national consulting body to bring all the organisations together. X

c. That once a decision is made to assign a firm to undertake execution of UNDP-financed project, a fully fledged capacity assessment of the firm should be undertaken by people outside the firm. The questionnaire developed for this study may be used towards this end. X

d. That in light of the impending task that NEX will generate for the UNDP office in Nairobi, it would be necessary to substantially review the Programme Support Project (PSP) to include activities to address issues related to strengthening NEX especially those related to further evaluation and organisation of this capacity.

Appendix 1:

KENYA FOURTH COUNTRY PROGRAMME PROJECT EXECUTION MODALITIES

Code

99 KENYA GOVERNMENT

1. KEN/80/007/G/01/99	TAP II
2. KEN/80/024/J/01/99	Strenth. Cap. Women's Bureau
3. KEN/83/001/J/01/99	R. V. Inst. of Sci. & Tech.
4. KEN/84/014/E/01/99	Women's Grass Roots
5. KEN/85/004/G/01/99	Invent. of Local Consultants
6. KEN/85/011/D/01/99	Moi University Seminar
7. KEN/85/014/C/01/99	Fourth Young Farmers
8. KEN/86/015/F/01/99	Rural Co-op. and Population
9. KEN/86/019/L/01/99	Koobi Fora
10. KEN/86/020/H/01/99	Animal Health Services
11. KEN/86/029/O/01/99	Horticulture Crops Development
12. KEN/86/039/B/01/99	Training Women Water Systems
13. KEN/86/042/E/01/99	African Film Week in Kenya
14. KEN/86/043/I/01/99	Sch. of Environ. Studies. (PA)
15. KEN/86/044/F/01/99	Cultural Heritage
16. KEN/86/065/R/01/99	Inst. for Inter. Studies
17. KEN/87/022/C/01/99	L/Run Nat. Strat./P. ASAL (PA)
18. KEN/89/009/C/01/99	Adaptive Research Kwale/Kilifi
19. KEN/89/015/I/01/99	Dryland Farming Dev. & Exten.
20. KEN/89/022/G/01/99	Assistance to K. W. Service
21. KEN/90/011/G/01/99	Strength. Budget & Econ. Mgmt.
22. KEN/90/038/C/01/99	Office Lab. LBDA Fish Farming
23. KEN/92/003/A/01/99	Tax Policy Development in Kenya
24. KEN/92/004/A/01/99	Tax Administration Programme

11 ILO (INTERNATIONAL LABOUR ORGANISATION)

1. KEN/84/002/G/01/11	Implementation of KITS
2. KEN/84/015/L/01/11	Vocational Rehab. II
3. KEN/86/007/D/01/11	Hotel and Tourism (PA)
4. KEN/86/033/E/01/11	Youth Polytechnic (PA)
5. KEN/86/034/E/01/11	Centre Project (PA)
6. KEN/86/037/O/01/11	Employment of Disabled Persons
7. KEN/86/046/D/01/11	Inf. Support to Dist. Dev. (PA)
8. KEN/87/018/E/01/11	Strength. Housing, Savings, Credit and Consumer Coops. (PA)
9. KEN/88/030/J/01/11	Strength. Pop. Employ. Plan
10. KEN/89/003/M/01/11	Small Scale Enterp. Policy Dev.
11. KEN/89/012/F/01/11	Coop. Mgmt. Improvement Proj.
12. KEN/89/023/F/01/11	Private Sector SED Programme
13. KEN/89/024/J/01/11	Youth Train. & Employ. Creation
14. KEN/90/003/D/01/11	Credit Reference Bureau (PA)
15. KEN/90/008/H/01/11	Reorientation Banking Sector

16. KEN/90/012/J/01/11	Entrepreneurship Education
17. KEN/90/016/E/01/11	Hotel and Tourism (Main Phase)
18. KEN/90/021/F/01/11	Revital. Mombasa Old Town
19. KEN/90/026/F/01/11	Presidential Committ. on Empl.
20. KEN/90/027/G/01/11	Development of Social Security
21. KEN/91/013/C/01/11	Apex Credit Line (PA)
22. KEN/92/009/A/01/11	Entrepreneurship Education

12 FAO (FOOD AND AGRICULTURAL ORGANISATION OF THE UNITED NATIONS)

1. KEN/80/006/T/01/12	Lake Basin Fisheries
2. KEN/80/017/L/01/12	Horticultural Development
3. KEN/80/018/P/01/12	Coastal Aquaculture
4. KEN/81/006/L/01/12	Dairy Development Adviser
5. KEN/81/011/P/01/12	Dryland Farming II
6. KEN/81/012/K/01/12	Prep. Assist. in Soil and Water
7. KEN/84/005/D/01/12	Coastal Aquaculture Phase II
8. KEN/84/007/R/01/12	Forage Crop Development
9. KEN/84/013/N/01/12	Greening Disease
10. KEN/85/001/L/01/12	Nutrition Monitoring
11. KEN/85/009/M/01/12	Crop Protection III
12. KEN/85/010/E/01/12	Horticulture Crops
13. KEN/86/022/N/01/12	Comm. Action for R. Women (PA)
14. KEN/86/027/O/01/12	Fish Farming in Lake Basin II
15. KEN/86/028/L/01/12	Dryland Farming III (PA)
16. KEN/86/052/O/01/12	Forest Plantation Inventory
17. KEN/87/002/G/01/12	Small Farming Systems (PA)
18. KEN/87/015/E/01/12	Agric. & Rural Dev. Strat. (PA)
19. KEN/89/011/I/01/12	Rural Oil/Protein Production
20. KEN/91/005/C/01/12	Aphids Control

37 UNIDO (UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION)

1. KEN/80/001/R/01/37	Ministry of Industry
2. KEN/81/017/K/01/37	KIE II
3. KEN/84/011/M/01/37	Assistance to KIE III
4. KEN/86/013/I/01/37	Dist. Dev. Profile Studies
5. KEN/86/048/P/01/37	Tech. Advis. Mission to KIRDI
6. KEN/86/064/K/01/37	Industrial Investment Programme
7. KEN/87/009/K/01/37	KIE Micro-Businesses
8. KEN/87/012/H/01/37	KITI Enterprise Dev. Prog. (PA)
9. KEN/88/003/F/01/37	Network-Jua Kali Product. (PA)
10. KEN/89/001/O/01/37	Computer Sys. Min. of Indus.
11. KEN/89/021/G/01/37	Karachuonyo Women's Pottery
12. KEN/90/009/H/01/37	Demonst. & Train. for Jua-Kalis
13. KEN/90/014/F/01/37	Industrial Sub-Contract. Exch.
14. KEN/90/019/J/01/37	Women Textile Jua-Kali
15. KEN/90/028/D/01/37	Quality Concern
16. KEN/90/035/B/01/37	Energy Conservation

31

UNDP (UNITED NATIONS DEVELOPMENT PROGRAMME)

- | | |
|------------------------|--------------------------------|
| 1. KEN/77/015/N/01/31 | Women's Bureau |
| 2. KEN/81/007/J/01/31 | Compendium |
| 3. KEN/82/004/J/01/31 | Handpumps |
| 4. KEN/83/006/K/01/31 | Fellowship Umbrella |
| 5. KEN/84/003/L/01/31 | Senior Adviser to GOK |
| 6. KEN/86/040/H/01/31 | Kenya Water for Health (KWAHO) |
| 7. KEN/86/062/J/01/31 | Advance Training Programme |
| 8. KEN/87/021/F/01/31 | Desertification Control (PA) |
| 9. KEN/88/034/H/01/31 | Monitoring and Evaluation |
| 10. KEN/89/005/N/01/31 | Programme Support Project |
| 11. KEN/90/004/H/01/31 | Strengthening KWFT (PA) |
| 12. KEN/90/007/G/01/31 | Increased Procure. Dev. Coun. |
| 13. KEN/90/040/E/01/31 | Coast ASAL (PA) |
| 14. KEN/91/008/E/01/31 | Asst. to NPC. Prep. UNCED (PA) |

01

UNITED NATIONS DEPARTMENT OF TECHNICAL COOPERATION FOR
DEVELOPMENT AND UNITED NATIONS CENTRE FOR TRANSNATIONAL
CORPORATIONS

- | | |
|-----------------------|---------------------------------|
| 1. KEN/82/001/N/01/01 | LBDA River Catchment Dev. |
| 2. KEN/82/002/R/01/01 | Geothermal |
| 3. KEN/83/005/F/01/01 | Asst. to Govt. Invest. Div. |
| 4. KEN/86/023/M/01/01 | Stat. Inform. Proces. Plan |
| 5. KEN/86/027/N/01/01 | Study of Foreign Investment |
| 6. KEN/87/005/K/01/01 | Public Policy Management |
| 7. KEN/87/006/F/01/01 | Promot. Eval. Mineral Res. (PA) |
| 8. KEN/89/010/J/01/01 | National Mgmt. Policy Dev. |
| 9. KEN/89/017/F/01/01 | Geothermal Advisory Support |

15

ICAO (INTERNATIONAL CIVIL AVIATION ORGANIZATION)

- | | |
|-----------------------|------------------------------|
| 1. KEN/84/004/H/01/15 | Civil Aviation Training II |
| 2. KEN/86/055/H/01/15 | Assist. to Aerodromes Dept. |
| 3. KEN/86/056/K/01/15 | Assist. to the DCA |
| 4. KEN/86/057/J/01/15 | Development of Kenya Airways |

40

UNCTAD (UNITED NATIONS CONFERENCE ON TRADE AND
DEVELOPMENT)

- | | |
|-----------------------|--------------------------------|
| 1. KEN/81/016/M/01/40 | Insurance Legislation |
| 2. KEN/90/031/D/01/40 | Impact Trade with South Africa |
| 3. KEN/91/009/C/01/40 | Assistance to EPZ Authority |
| 4. KEN/92/001/B/01/40 | Support for ACIS in Kenya |

42

WORLD BANK

1. KEN/84/009/P/01/42
2. KEN/87/014/F/01/42
3. KEN/87/017/K/01/42

Strengthening Econ. Mgmt.
Dev. Appro. Water ASAL
Modern. of Kenyan Tax

13 UNESCO (UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION)

1. KEN/86/018/O/01/13
2. KEN/91/011/B/01/13

Mombasa Old Town
Resource Mon. Eva. (TREMU)

32 UNV (UNITED NATIONS VOLUNTEERS)

1. KEN/90/006/G/01/32
2. KEN/90/030/E/01/32

Kenya Health Learn. Materials
UNV T. A. (Phase II)

18 IAEA (INTERNATIONAL ATOMIC ENERGY AGENCY)

1. KEN/90/023/C/01/18

Trypanicidal Drugs in Cattle

57 IFC (International Finance Corporation)

1. KEN/90/005/I/01/57

Assist. to Private Enterp. APDF

14 WHO (WORLD HEALTH ORGANIZATION)

1. KEN/90/001/E/01/14

Integ. of AIDS Progr. into MOH

62 ITC (INTERNATIONAL TRADE CENTRE (UNCTAD/GATT))

1. KEN/88/010/J/01/62

Dev. of R. Products for Exp.

20 ITU (INTERNATIONAL TELECOMMUNICATION UNION)

1. KEN/86/063/L/01/20

Telecoms. Tests and Dev. Centre

56 UNCHS (UNITED NATIONS CENTER FOR HUMAN SETTLEMENTS)

1. KEN/89/020/I/01/56

Akiba ya Kijiji

41 UPU (UNIVERSAL POSTAL UNION)

None

48 WIPO (WORLD INTELLECTUAL PROPERTY ORGANIZATION)
None

16 WMO (WORLD METEROLOGICAL ORGANIZATION)
None

49 WTO (WORLD TOURISM ORGANIZATION)
None

44 AFDB (AFRICAN DEVELOPMENT BANK)
None

46 AFESD (ARAB FUND FOR ECONOMIC AND SOCIAL DEVELOPMENT)
None

51 ECA (ECONOMIC COMMISSION FOR AFRICA)
None

54 ECE (ECONOMIC COMMISSION FOR EUROPE)
None

19 IMO (INTERNATIONAL MARITIME ORGANIZATION)
None

47 ISDB (ISLAMIC DEVELOPMENT BANK)
None

Appendix 2:

TERMS OF REFERENCE

STUDY OF THE CAPACITY OF NATIONAL INSTITUTIONS TO EXECUTE/IMPLEMENT UNDP-FINANCED PROGRAMMES/PROJECTS

A. BACKGROUND

Until very recently, the term National Execution has been used interchangeably with Government Execution and the two have been understood to mean the same thing. Government Execution has been defined as an arrangement whereby UNDP entrusts the Government with the responsibility for the mobilization of UNDP-financed inputs and their effective application, in combination with the Government's own and other available resources, towards the attainment of the project objectives. Government Execution utilizes Government and Government associated entities.

National Execution (which also includes Government Execution) also incorporates institutions outside government like the universities, parastatals, private sector entities and NGOs with project implementation/supervision capabilities. The new definition of national execution recognizes the wide range of technical support possibilities and encourages implementation arrangements that draw upon outside technical expertise and in particular, UN specialized agencies.

B. CURRENT SITUATION

So far Kenya has used Agency Execution and to a limited extent, Government Execution modality. In 1989, 27 projects were under Government Execution modality but the number has been declining due to problems related to managerial, financial and administrative capacity. Since the UNDP has mandated field offices to seek ways of expanding the utilization of national capacities in executing and implementing UNDP-financed programmes, it is necessary to undertake a study on the capacity of local institutions to undertake project implementation on behalf of the GOK/UNDP. The study will be undertaken by a local consultant or a consulting firm.

C. THE STUDY

The consultant/firm will perform the following tasks:

1. Identify national institutions which have the capacities to execute/implement UNDP-financed programmes/projects.

2. Assess the capacity of the identified national institutions to undertake project implementation on behalf of GOK/UNDP. For each of the institution, the assessment will specifically consider the following areas:

Prerequisites (managerial structure, legal status, financial status etc.)

General Information

Project Planning Capability

Depth and Breath of Areas of Technical Assistance

Input Mobilization Capability, focusing on:

Personnel

Procurement

Fellowship and Study Tours

Project Implementation Capabilities, focusing on:

Project Management

Research

Training

Conferences

Publication/Information Dissemination

Advisory Services

Other Services

Financial Management Capabilities.

The details to be discussed under each of the above topics and sub-topics are given in the attached annex.

3. Recommend criteria to be used by the UNDP/GOK to select the national institution as implementing/executing agent.

4. Assess the capacities of the three key Government institutions - External Resources Department, Auditor-General (corporations), Controller and Auditor-General to plan and undertake audit for an expanded NEX and to make recommendations for any necessary actions needed to enhance their capacities to handle expanded NEX.

D. OBLIGATIONS

The contractor will be expected to undertake the task within a period of 40 work-days. A progress report will be presented to the Resident Representative 20 days after the beginning of the assignment. A preliminary draft report will be presented to the Resident Representative 30 days after the beginning of the work. A second draft report will incorporate comments resulting from the progress and the preliminary draft reports. The final draft will be presented to the Resident Representative within 15 days after the end of the contractual period.

TOR Annex

REQUIREMENTS AND CAPABILITIES FOR ORGANIZATIONS EXECUTING AND IMPLEMENTING UNDP PROJECTS

Instructions: This questionnaire should be used to collect information from organizations being considered to execute and implement UNDP-assisted projects. Data gathered here should be analyzed and used as the basis for an assessment of the organization's capability and appropriateness to execute and implement the specific project under consideration.

The data may also be used to assess training and other institution-building needs of the organization related to project execution and implementation that could be met by UNDP with supplementary project funds.

Some of the items under Input Mobilization Capabilities and Project Implementation Capabilities may be irrelevant to the project being formulated and therefore may be omitted.

A. PREREQUISITES

1. What is the organization's legal status?
2. Is the organization legally authorized to make agreements with international agencies?
3. Are there any legal or regulatory limitations on the organization's capacity to engage in international operations?
4. Can the institution open and use bank accounts in local and foreign currency?
5. Is the organization financially healthy? How is the organization funded? Are the funds provided adequate to cover the current programme and administrative costs? Does the organization have an endowment or reserve fund? Is the organization facing any financial problems?

B. GENERAL INFORMATION

1. What is the institution's mandate
2. How is this institution organized to carry out its work? Request an organization chart and describe the chain of command.
3. Does the organization have a Governing Board? If so, who is on it? What are the board's functions?

4. What are the director's duties? How is the director selected? How long is his term of office?
5. What are the objectives of the current work programme?
6. What clientele is served by the current programme?
7. What are the major activities (projects) in the current programme?
8. How was the work programme developed? (the programming process)
9. How and by whom is the work programmed managed?
10. What experience and credentials do mid-level programme managers have for their work? Do programme managers (division chiefs?) and technical staff have job descriptions? Request sample job descriptions from the supervisory and technical levels.
11. How is decision-making authority allocated between and among the institution's director and key managers or supervisors?

C. PROJECT PLANNING CAPACITY

1. What is a project in this institution's definition? Is the work programme made up of projects or are these other components or activities?
2. Which personnel are responsible for project formulation? What experience and qualifications do the personnel have in project formulation?
3. Does the institution have its own project formulation or planning format and procedures? If so, request a copy. Request examples of project documents prepared according to in-house procedures.
4. Does the institution have experience with UNDP project formulation procedures? With the procedures of other donors? Request examples, if available, of documents prepared for UNDP or other donors.

D. INPUT MOBILIZATION CAPABILITIES

Personnel

1. What unit is responsible for international personnel recruitment? What experience and qualifications do the personnel have for the work? What is the current workload of this unit?
2. Are there established procedures for personnel recruitment and administration? Procedures for writing terms of reference? A salary scale? Request samples of TOR and a copy of personnel regulations.
3. Is there a roster of names of potential consultants?
4. Does this unit handle visas and international travel arrangements? If not, who does?
5. What are the steps in a typical international personnel recruitment? How long, on the average, does it take to recruit a consultant or a long-term expert?
6. Repeat items 1-3 and 5 for domestic personnel recruitment.

Procurement

1. What unit is responsible for procurement of goods and services in both domestic and international markets? What experience and qualifications do the personnel have for this work?
2. Are there established procedures for procurement of goods and services and safe-keeping of equipment? Who prepares equipment specifications? Do procurement personnel handle customs clearance, tax exemption, shipping, inspection and insurance claims? Are equipment inventories prepared? By whom?
3. Are procedures for competitive bidding (both domestic and international) established and in use? Describe the process. Request a copy of these procedures.
4. What is the current workload in procurement and contracting? Describe a sample procurement transaction.

Contracting

1. What unit is responsible for contracting expert services from firms in domestic and international markets? What experience or qualifications do the personnel have for this work?

2. Are there established procedures for contracting? Do these procedures include competitive bidding? Request a copy of these procedures. Describe a sample contracting procedure.

3. How are contracts administered? Who is responsible?

4. What is the current workload in contracting?

Fellowships and Study Tours

1. What unit is responsible for fellowships and study tours? What experience and qualifications do the personnel have for this work?

2. Are there established procedures for identification of candidates, language testing, selection of candidates, identification and selection of institutions that will be visited or provide instruction, administration of travel arrangements (passport, visas, tickets) and financial arrangements?

E. PROJECT IMPLEMENTATION CAPABILITIES

Project Management

1. Who is responsible for project management and implementation? What experience and qualifications do the personnel have for this work?

2. How are projects managed? What reporting is required?

3. Is there a project management handbook or set of procedures? If so, request a copy.

4. What projects have been carried out recently? Who sponsored these projects? Are reports available? If so, request copies.

5. What personnel, facilities and equipment would be available for UNDP project implementation?

6. Who is responsible for project monitoring and evaluation?

7. Does the institution have experience with UNDP monitoring, reporting and evaluation procedures? With the procedures of other donors?

Research

1. What unit is responsible for carrying out research? What are the experience and qualifications of personnel for this work?

2. Is research carried out according to established protocols? Request a copy of the protocol or describe research methodology. Request a sample study proposal (if different that project format).

3. Is there a bibliography of the institution's research?

4. Has the research programme been adequately described in the section above on the work programme of the institution?

5. What research personnel and facilities would be available for UNDP project implementation?

Training

1. What unit is responsible for organizing and conducting training? What experience and qualifications do the personnel have for this work?

2. Are there established procedures for the assessment of training needs?

3. Are training objectives established? How? How are training curricula prepared? (Provide samples).

4. What training methodologies are used?

5. What training personnel, equipment (including training aids) and facilities would be available for training in UNDP project implementation? What is the training capacity? (How many trainees?).

6. Are training courses evaluated? How?

7. Describe recent training courses. Request copies of reports on training, if any.

Conferences

1. What unit is responsible for the organization of conferences? What experience and qualifications do the personnel have for this work?

2. What facilities would be available for conferences for UNDP projects? What is their capacity?

3. Describe conferences held in the past two years. Request copies of reports of conference proceedings.

Publications/Information Dissemination

1. What unit is responsible for publications and information

dissemination? What experience and qualifications do the personnel have for the work?

2. Does the institution publish an annual report? If so, request the past two years' reports.

3. Does the institution have a regular mailing list for its publications? If so, describe the scope of this distribution.

4. Does the institution have a publications list? If so, provide sample publications.

5. What printing and reproduction facilities does the institution have?

6. Is information disseminated by other (non-print) media? If so describe.

Advisory Services

1. Does the institution provide technical advisory services? If so, what unit is responsible? What experience and qualifications do the personnel have for this work?

2. Who are the clientele for these services? Would these services be available for UNDP projects?

3. Are services provided free or on a fee basis

4. What volume of advisory services were provided in the last two years.

Other Services

1. Does the institution provide any other services? If so, describe these services, their clientele and the volume of services provided.

F. FINANCIAL MANAGEMENT CAPABILITIES

1. What unit is responsible for financial management? What experience and credentials do the personnel have for this work?

2. Are financial management procedures codified? If so, request a copy of the accounting handbook.

3. Can the organization maintain separate accounts for UNDP projects? Can these accounts be maintained according to the UNDP fiscal year?

4. Who has financial approval authority? Who has financial disbursement authority?

5. Does the organization select and employ a recognized auditor? When are books audited? Request a copy of the most recent audit report.

6. Does the organization have experience with UNDP financial procedures prescribed in the "Guidelines for National Execution", including

a. the required forms and procedures for advances from or direct payments by UNDP,

b. the required reports (the Government Disbursement Report and the Reconciliation of Outstanding UNDP Advance/Status of Funds Report), and

c. the required ledger for non-expendable property. Are financial management staff of the organization able to implement these procedures in full compliance to the requirements?

Appendix 3:

QUESTIONNAIRE

ORGANIZATIONS WITH POTENTIAL CAPABILITY FOR EXECUTING
AND IMPLEMENTING UNDP PROJECTS STUDY

INTRODUCTION

UNDP IS COMPILING AN INVENTORY OF THE CAPABILITIES OF KENYA BASED ORGANISATIONS SO AS TO EVALUATE USING THEM IN EXECUTING AND IMPLEMENTING ITS PROJECTS. YOUR ORGANISATION HAS BEEN RANDOMLY SAMPLED FOR STUDY. THIS QUESTIONNAIRE IS PART OF THE DATA GATHERING PROCESS. PLEASE FILL IT AND MAIL IT AS SOON AS POSSIBLE TO:

MUTICON
BOX 14333
NAIROBI

Date: _____
Respondent: _____

A. BASIC FACTS

1. Name of organization _____
2. Address _____ Tel _____
3. Location _____
4. Local or International _____
5. Sector(s) of the economy served by the institution _____
6. Do you consider your organization Governmental, Non-Governmental or Private? _____

B. PREREQUISITE

1. What is organization's legal status? _____
2. Is your organization legally authorized to make agreement with international agencies? _____
3. Are there any legal or regulatory limitations on the capacity of your organization to engage in international operations? _____

- _____ If YES. Give reason _____
4. Can your institution open and use bank accounts in local and foreign currency? _____
 6. Does your organization have an endowment or reserve fund? _____
- C. GENERAL INFORMATION**
1. What is the mandate of your organization? _____
 2. How is your institution organized? _____

 3. Do you have a Governing Board? _____
 4. If YES who is in it? (i) _____ (ii) _____
(iii) _____ (iv) _____
(v) _____ (vi) _____
 5. What are the functions of the Board? (i) _____
(ii) _____ (iii) _____
(iv) _____
 6. What are the director's duties (i) _____
(ii) _____ (iii) _____
(v) _____
 7. How is the chief executive selected? _____

 8. How long is his/her term of office? _____
 9. What are the main objectives of your institution? (i) _____
_____ (ii) _____
_____ (iii) _____
 10. What clientele is served by your organization? _____

 11. What are your organization's major activities? _____

 12. How is the work programme for your organization developed? _____

- _____
- _____
- _____
13. How and by whom is the work programme managed? _____
14. What experience and credentials do mid-level managers have for their work? _____
- _____
15. Do the programme managers and technical staff have job descriptions? _____ If YES attach samples.
16. How is the decision-making authority allocated between and among the institution's chief executive and key managers or supervisors? _____
- _____

D. PROJECT PLANNING CAPABILITY

1. What is a project in your organization's definition? _____
- _____
2. Is the work programme made up of projects or are there other components and activities? _____
- _____
3. Which personnel are responsible for project formulation? _____
- _____
4. What experience and qualifications do the personnel have in project formulation? _____
- _____
5. Does your institution have its own project formulation or planning format and procedures? _____
- _____ If YES provide a copy.
6. Does the institution have experience with UNDP project formulation procedures? _____ With the procedures of other donors? _____

E. INPUT MOBILIZATION CAPABILITY

[INTERNATIONAL PERSONNEL]

1. What unit is responsible for international personnel recruitment? _____

2. What qualifications do the personnel have for the work? _____

3. What is the annual workload of this unit? _____

4. Are there established procedures for personnel recruitment and administration? _____
If Yes, attach a copy.
5. Are there procedures for writing terms of reference? _____
A salary scale? _____
6. Does your institution have a roster of names of potential international consultants? _____
7. Does this unit handle visas and international travel arrangements? _____ If not, who does? _____
8. What are the steps in typical international personnel recruitment? (i) _____
(ii) _____ (iii) _____
(iv) _____ (v) _____
9. How long, on the average, does it take to recruit a consultant or along term expert? _____

[LOCAL PERSONNEL]

1. What unit is responsible for local personnel recruitment? _____
2. What qualifications do the personnel have for the work? _____

3. What is the annual workload of this unit? _____

4. Are there established procedures for personnel recruitment and administration? _____
5. Are there procedures for writing terms of reference? _____
A salary scale? _____
6. Does your institution have a roster of names of potential local consultants? _____
8. What are the steps in typical local personnel recruitment?
(i) _____ (ii) _____
(iii) _____ (iv) _____

(v)

[PROCUREMENT]

1. What unit is responsible for procurement of goods and services in both domestic and international market? _____
2. What qualifications do the personnel have for the work? _____
3. Are there procedures of for procurement of goods and services and safe-keeping of equipment? _____
4. Who prepares equipment specifications? _____
5. Do procurement personnel handle customs clearance, tax exemption, shipping, inspection and insurance claims? _____
Are equipment inventories prepared? _____ By whom? _____
6. Are the procedures for competitive bidding (both domestic and international) established and in use? _____
Describe the process. (Use separate sheet or attach a copy).
7. What is the annual workload in procurement and contracting? _____

[CONTRACTING]

1. What unit is responsible for contracting expert services from firms in domestic and international market? _____
2. What qualifications do the personnel have for the work? _____
3. Are there established procedures for contracting? _____
If Yes attach a copy.
4. Do these procedures include competitive bidding? _____
5. How are contracts administered ? _____
6. Who is responsible for the contracts? _____
7. What is the annual workload in contracting? _____

[FELLOWSHIP AND STUDY TOURS]

1. What unit is responsible for fellowship and study tours? _____
2. What qualifications and experience do the personnel have for the work? _____

3. Are there established procedures for identification of candidates, selection of candidates, language testing, identification and selection of institutions that will be visited or provide instruction, administration of travel arrangements (passport, visas, tickets) and financial arrangement? _____

F. PROJECT IMPLEMENTATION CAPABILITIES

[PROJECT MANAGEMENT]

1. Who is responsible for project management and implementation? _____
2. What qualifications do the personnel have for the work? _____

3. How are projects managed? _____
4. What reporting is required? _____
5. Is there a project management handbook or set of procedures? _____
If YES attach copy.
6. What personnel, facilities and equipment would be available for UNDP project implementation? _____

7. Who is responsible for project monitoring and evaluation? _____
8. Does your institution have experience with UNDP monitoring, reporting and evaluation procedures? _____. With other donors procedures? _____

[RESEARCH]

1. What unit is responsible for carrying out research? _____

2. What qualifications do the personnel have for the work? ____

3. Is the research carried according to established protocols?

4. Describe research methodology of your institution.

5. Is there a bibliography of your institution's research?

If Yes attach a copy.
6. What research personnel and facilities would be available for
UNDP project implementation? _____

[TRAINING]

1. What unit is responsible for organizing and conducting
training? _____
2. What experience and qualifications do the personnel have for
the work? _____

3. Are there established procedures for the assessment of
training needs? _____
4. Are training objectives established? _____ How? ____

5. How are training curricula prepared? _____

6. What training methodologies are used? _____

7. What training personnel, equipment and facilities would be
available for training in UNDP project implementation? _____

8. What is the annual training capacity? _____
9. Are training courses evaluated? _____
How? _____
10. Give examples of training courses in the past year. _____

[CONFERENCES]

1. What unit is responsible for the organization of conferences? _____
2. What experience and qualifications do the personnel have for the work? _____

3. What facilities would be available for conferences for UNDP projects? _____

4. What is their annual capacity? _____

5. Name conferences held in the past one year. _____

[PUBLICATION/INFORMATION DISSEMINATION]

1. What unit is responsible for publications and information dissemination? _____
2. What experience and qualifications do the personnel have for the work? _____

3. Does the institution publish an annual report? _____
4. Does your institution have a mailing list for its publication? _____

5. Does your institution have a publication list? _____
If Yes, attach a list.
6. What printing and reproduction facilities does the institution have? _____

7. Is the information disseminated by other (non-print) media? _____

6. Who has financial disbursement authority? _____
7. Does the organization select and employ a recognized auditor? _____
8. When are the books audited? _____
9. Does the organization have experience with UNDP financial procedures prescribed in the "Guideline for National Execution" (Copy available at UNDP Office for review) _____
10. Are the financial management staff of the organization able to implement these procedures in full compliance to the requirements? _____

Appendix 4:

REPORTS ON THE CONSULTANCY

The Resident Representative
UNDP
Box 30218
Nairobi
Kenya.

27/10/92

Dear Sir,

Re: KEN/89/005/ Programme Support Project Initial Report

1. Background

Further to the referenced consultancy and the work plan on the same submitted on the 15/7/92, this is the Initial Report.

2. Key Activities and Decisions to Date

As specified in our Work Plan, we have held working meetings with the supervising officers. We have been briefed by the supervising officers numerously. We have reviewed agencies which have worked on Execution and Implementation of UNDP Projects.

A decision was made that the approach for the GOK institutions would be to use the questionnaire tool initially for the External Resources Department of the Ministry of Finance. If the Ministry suggests other government institutions with capacity, separate from itself, the consultant and the UNDP will make a decision on how pursue identification of capacity in those agencies.

In the past, some institutions which do not easily fall into Government sector, Private sector or Non-governmental sector have participated in UNDP efforts. Notable are ICIPE and Africa 2,000 Network. It was decided that since these could be useful in the future they should be included in the survey. It was further decided to explore the capacity of the both the national employers' organisation and the workers' organisation namely the Federation of Kenya Employers and the Central Organisation of Trade Unions. The rationale is that some future programmes will be addressing retraining of management and workers as a response to structural adjustment and changing industrial production.

In various meetings the consultant and the supervising officers agreed that the former would initially identify candidate private sector and NGO organisations for Execution and Implementation. This is now complete although it has taken an inordinately long time for data is scattered. On the former, the consultants judgement was to look at those sectors with direct development project linkages. These included consulting firms in development, management, finance

and training as one category. The other categories were data processors and trainers, accountants, architects and engineers.

3. Development of a Questionnaire

Utilising the terms of reference, a questionnaire was developed to be used in the survey. The draft was reviewed by the supervising staff. The final draft is now ready. It is appended.

4. The Sample

From the discussions with supervising staff, the decisions taken to date, the consultant identified the following seven categories of organisations which could have a role in future UNDP Execution and Implementation. A decision was made that the sample be randomised and not purposive so as to minimise conflicts of interest. The sampling was able to trap organisations in small towns which normally do not participate in the Nairobi development network.

a. Special Organisations

These are Kenya based organisations which in the past have had a role in Execution and Implementation. The five have been added to the random 10% sample because of their peculiar roles.

1. External Resources Department of the Ministry of Finance
2. ICIPE
3. Africa 2000 Network
4. Federation of Kenya Employers
5. Central Organisation of Trade Unions.

b. Development, Management, Training and Financial Consultants

Research revealed that there are 98 consulting firms in the areas of development, management and financial consulting. These are prime candidates for UNDP work for many have a track record in projects. It was decided to select 10 per cent of them (10), randomly sampled, for further study.

c. Data Processing and Training Consultants

Data processing and training in the same is increasingly becoming an important concern in development especially in the services sector. This sector is set to grow relative to other sectors of the Kenya economy. 29 companies who undertake data processing and training in the same were identified. A 10% sample (3) was randomly selected.

d. Non-Governmental Organisations

Kenya has a very rich non-governmental sector, which is practically in every field of development. There are international and local

[ADVISORY SERVICES]

1. Does the institution provide technical advisory services? ____
If YES, what unit is responsible? _____
2. What experience and qualifications do the personnel have for the work? _____
3. Who are the clientele for these services? _____
4. Would these services be available for UNDP projects? _____
5. Are the services provided free or on fee basis? _____
6. What volume of advisory services were provided in the last one year? _____

[OTHER SERVICES]

1. Does the institution provide any other services? _____
2. If so, what are the services? _____
3. Who are the clients? _____
4. What is the volume of the service provided annually? _____

G. FINANCIAL MANAGEMENT CAPABILITIES

1. What unit is responsible for financial management? _____
2. What experience and credentials do the personnel have for the work? _____
3. Are the financial management procedures codified? _____
4. Can the organization maintain separate account for UNDP projects? _____ Can these accounts be maintained according to UNDP fiscal year? _____
5. Who has financial/budget authority? _____

NGO operating in the country. 335 NGOs were identified. Of these 34 (10%) were randomly selected for further study.

e. Accountants

UNDP's experience has shown that a major problem area in projects is accounting of resources. It was therefore decided to explore national accounting capacity. 162 accounting firms were identified. Of these 10% (16) were selected for further study.

f. Architects

Generally architects double as planners. Given rapid urbanisation, this specialisation will come to the centre of the development process. 118 architectural firms were identified. 12 of these (10%) were selected for further study.

g. Engineers

Engineering innovation inputs have not been sufficiently utilised in a lot of projects which fall in the domain of economic planners. In anticipation of future development programmes, it was felt necessary to investigate the engineering capacity. 41 engineering firms were identified and 10% (4) selected for further study.

If all the categories are added up 788 Kenya based organisations were identified. Of these the largest is the NGO sector, which also is the most involved with field development projects. Therefore it has the largest number of organisations for further study. This is consistent with current development thinking which sees a larger role for NGO in development particularly in the sectors of rural development, enterprise development and natural resource management.

84 organisations were finally selected for further study. These include the 5 special organisations and 10 % of the others. The sampled organisations are marked with an asterisk on the attached list.

5. Needed Decisions

The consultant needs authorization for the next stage of work. The decisions are approval of the questionnaire and the sample.

The Resident Representative
UNDP
Box 30218
Nairobi
Kenya.

7/1/93

Dear Sir,

Re: KEN/89/005/ Programme Support Project Redirection Report

Further to the major review meeting with the consultancy supervisors and the UNDP management on 7/1/93, it was agreed as follows:

1. That given the problems with scheduling meetings with Treasury officials, the UNDP management will seek contacts at the highest levels and further that the consultant with UNDP staff will proceed with the planned meetings at lower levels in Treasury and OP.
2. That the consultant create a purposive sample of another 15 organisations so as to get more data. Only 15 of the original sample of 84 had returned the questionnaire after a two months period and a formal reminder letter by the UNDP Resident Representative. The consultant was instructed to develop other criteria for this sample other than just organisations which have worked for the UNDP.
3. That it will not be possible to analyze the organisations data with the statistical rigour expected of a random sample. Data will therefore be analyzed to show types of organisations in terms of broad categories of NGOs, foreign based consulting groups, Kenyan owned firms etc. and their capacities. A mosaic on national capacity will then be drawn.

Given these crucial decisions, a purposive sample of 20 organisations has been created as shown below. Keeping in mind the low response on the random sample, the list is bigger than is desired. In constructing the purposive sample, the consultant used his knowledge of the national consulting market to select key organisations which dominate some sectors and compliment the returns already received. This was in effort to make the whole sample purposive. For example the sample now includes Undugu Society, the premier ngo in urban slum development and Mazingira Institute which leads in developing urban development policy. Another example is Computer Applications which has been responsible for installing some of the largest systems in the country for private and public sectors and Computer Consultants which handles a lot of development agencies software needs. Yet a third example is GS Consult which specialises in project planning and Promin which has established a name for itself in general management training or Intex which concentrates on the same at lower levels.

The sectors covered in by the twenty organisations are:

1. Biotechnology policy
2. Water Resources
3. Project Planning
4. Low Level Management Training
5. Economic Policy Research
6. High Level Management Training
7. Rural Development/ Energy
8. Computer Systems/Health
9. Irrigated Agriculture
10. Business Rehabilitation
11. Development Communication
12. Economics/Natural Resources
13. Large Scale Computer Systems
14. Computer Systems in Development Projects
15. Micro enterprise Development
16. Urban Development Policy
17. Arid and Semi Arid Areas Development
18. Cooperatives/ Medium Size Businesses Development
19. Wildlife Development
20. Alternative Energy Development

The following are the particulars of the organisations which form the addition to the Purposive Sample List:

1. African Centre for Technology Studies
Box 45917
Nairobi
Tel: 741651, 744047, 744095

2. African Development and Economic Consultants Ltd.
Box 14329
Nairobi
Tel: 747972/ 747787

3. Ground Water Survey
Box 25025
Nairobi
Tel: 521825

4. GS Consult
Box 72387
Nairobi
Tel: 562957

5. Hirst Studio Productions
Communications Design
Mirema Drive
Box 14432
Nairobi
Tel: 802841

6. Intex Services Ltd.

Box 54092

Nairobi

Tel: 339789/331365

7. Mwaniki & Associates Ltd.

Box 73335

Nairobi

Tel: 336981, 27834/5

8. Promin Consultants Ltd.

Box 53969

Nairobi

Tel: 746312, 746314

9. Rehabilitation Advisory Services Ltd.

Box 70732

Nairobi

Tel: 330351/337684

10. Research and Planning Services Ltd. (RPS)

Box 57727

Nairobi

Tel: 337096

11. Rural Development Services Ltd.

Box 53947

Nairobi

Tel: 336557

12. Thunder & Associates

Box 40874

Nairobi

Tel: 335217/22812

13. Computer Applications Ltd.

Sarit Centre

Box 53441

Nairobi

Tel: 748300/748314/748335

14. Computer Consultants Ltd.

Box 40544

Nairobi

Tel: 336023

15. Kenya Energy NGOs

P O Box 48197

Nairobi

Tel.748281

16. Kenya Rural Enterprise Programme
P O Box 39312
Nairobi
Tel: 718301/2

17. Mazingira Institute
P O Box 14550
Nairobi
Tel: 442577/442592

18. Sahelian Solutions Foundation (SASOL)
Box 14333
Nairobi
Tel. 582287

19. Techno Serve
P O Box 14821
Nairobi
Tel: 743628

20. Wildlife Clubs of Kenya
P O Box 40658
Nairobi
Tel: 742564

The consultant was also requested to indicate resources needed to complete the work along the new directions. It is estimated that twenty extra days will be required. There also will be extra local running. Consequently the additional budget is as follows:

20 working days @ Ksh. 12,000	Ksh. 240,000
Local Travel	<u>Ksh. 20,000</u>
Total	Ksh. 260,000

The consultant would like authorization to proceed along these lines if the proposals meet with UNDP approval.

Yours sincerely,
Muticon Ltd.

G-C. M. Mutiso
Managing Director

Appendix 5:

PERSONS INTERVIEWED

Anzaya, A.	Architectural Consultant.
Awori, A.	Energy Consultant.
Bagha, H.	Deputy Secretary Budget, Treasury.
Dongen, P.	Water Resources Consultant.
Eldon, M.	Computing Consultant.
Hirst, T.	Communications Consultant.
Juma C.	Biotechnology Policy Consultant
Kabutha, J. N.	Programme Officer, UNDP.
Kimani, J.K.	Rural Development Consultant.
Lamba, D.	Mazingira, NGO Coordinating Committee.
Makosewe, B.	Deputy Director, External Resources, Treasury.
Maitha, J.	Economics Consultant.
Mbagathi, S.	Planning and Training Consultant.
Mbogori, E.	Chairman, NGO Coordinating Committee.
Mutiso, S.	NGO Rural Development Consultant.
Mutua, K. A.	NGO Business Consultant.
Mwai, E. N.	Director of Audit, Controller and Auditor General.
Ndehi, P. K.	Computing Consultant.
Ndikwe, P. M.	Management Consultant.
Nyenge, D.	Accountant.
Oduol, R. O.	Deputy Accountant General, Treasury.
Ongalo, D. R.	Director, External Resources, Treasury.
Orege, W.J.O.	Director of Audit, Auditor General Corporations.
Otega, S. O.	Under Secretary, Treasury.

Thomas, B. Deputy Resident Representative, UNDP.
Wamalwa, B. Africa 2000, UNDP
Wasonga, L.M. Assistant Resident Representative, UNDP.
Zee, J. Natural Resources Consultant.

Appendix 6:

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