

ANNUAL REPORT 2003



Contents

Foreword	2
UNDP Kenya Management Team	3
Financial Statement	4
Overview	6
Resident Coordinator Unit	
Key Milestones in UN Coordination in 2003	7
Moving Forward the MDGs Agenda	8
Opportunities	10
Empowerment	12
Security	
Disaster Management and Conflict Resolution	14
HIV/AIDS and Development	16
Sustainability	18
Strategic Outreach	20
UNDP Kenya Operations	21
Staff Contacts	22
Credits	24

Cover Picture: A young Maasai man tending after animals in Samburu District.

Picture at the top: Display of small arms that were later symbolically burnt in March 2003. The ceremony was a culmination of efforts by The Government of Kenya through the support of UNDP and other bilateral donors in reducing the proliferation of small arms in the country.

FOREWORD

Against a backdrop of popular expectations relating to the electoral platform by the new NARC Government, UNDP continued to support Kenya's development for the achievement of higher levels of sustainable human development as led and articulated by the Government in its economic recovery strategy for wealth creation and economic development. While the challenges of poverty and HIV/AIDS continued to present obstacles to growth and development, the Government's resolve to confront and vanquish these challenges is exemplified by the steadfast steps taken to combat corruption in the judiciary and other decision making levels, reforms in the public transport sector and the streamlining of parastatals.

These national planning frameworks also supported the millennium development goals (MDGs). The Kenyan Government and the UN country team in consultation with civil society organisations, the private sector and other development partners, joined hands in 2003 to prepare the inaugural MDGs Progress Report for Kenya which was launched in June.

The report presents a simple message: reducing poverty and advancing human development is the priority agenda for the Kenya Government today. The report makes an assessment of Kenya's performance in relation to each of the eight MDGs, identifies where problems are, analyzes what needs to be done to reverse the problems and offers concrete proposals on priority actions to accelerate

progress towards the goals. By focusing attention on a core set of inter-related goals and targets, development partners will now be able to track progress and measure impact of development interventions on them.

The sixth UNDP five- year programme came to an end in 2003. The 1999-2003 programme cycle helped Kenya achieve important milestones in enhancing the culture of good governance especially in the public sector that culminated in successful 2002 elections in December, the participatory process of developing the Poverty Reduction Strategy Paper, the formulation of national energy and arid lands policies, enactment of a national environment framework law and the subsequent setting up of a National Environment Management Authority, and support to the National AIDS Control Council mandated with the task of coordinating national activities in the fight against the scourge.

Through its business plan, UNDP's express resolve is to be a more efficient and results-based organisation, where the resources are linked to demonstrable programme impacts at the global, regional and country-level. In 2003 we have brought UNDP closer to the development priorities of the country by focusing on integrated approaches for the achievement of greater human development and by positioning the office to be a lean but effective development partner. Efforts to boost the transparency and accountability of the office was successful concluded as previous fraud and harrassment issues were dealt with comprehensively.

However, more needs to be done in 2004 to strategically reach out to our clients and stakeholders by positioning UNDP as a value adding service provider. We are enhancing the responsiveness of our programme and operations units to establish a culture of cohesion and efficiency.



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UNDP Resident Representative





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FINANCES

Financial Statement 2003 (Balance Sheet)

A - UNDP Programmes (in thousands of US Dollars)

Sources of Expenses		Sources of Funds	
Empowerment			
KEN/99/100 - Governance	2,301	TRAC I / II	6,130
KEN/99/006 - Gender	685	TRAC III (National)	154
KEN/98/001 - NGO Council	140	Thematic Trust Funds	57
KEN/97/016 - League	73	Montreal Protocol	82
KEN/95/100 - Good Governance	149	GEF & GEF/SGP	2,200
Cost Sharing - Denmark	110	SPPD/STS	353
Thematic Trust Funds - Devolution	24	TRAC III (Regional)	542
Total Empowerment	3,482	Cost Sharing - Denmark	110
		Cost Sharing - UNICEF	20
		Cost Sharing - Kenya	13
		Cost Sharing - Japan	300
		GOK Contribution to UNDP	327
Opportunities			
KEN/99/300 - Livelihoods	337		
KEN/87/007 - Microstart	122		
Thematic trust Funds - ICT	35		
Cost Sharing - Kenya	13		
Total Opportunities	507		
Security			
KEN/99/001 - HIV/AIDS	690		
KEN/00/001 - Disaster	265		
KEN/03/011 - Lokichoggio	35		
RAF/03/M01 - Small Arms	542		
Emergency Projects - TRAC III	154		
Cost Sharing - Japan	300		
Cost Sharing - UNICEF	20		
Total Security	2,006		
Sustainability			
KEN/99/200 - Environment	822		
KEN/98/031 - Energy (UNOPS)	89		
KEN/99/G81 - Capacity 21	105		
GEF Projects & GEF/SGP	2,200		
Montreal Protocol Projects	82		
Total Sustainability	3,298		
Strategic Outreach			
KEN/01/002 - National Execution	300		
KEN/03/001 - SPPD - IOM	318		
KEN/03/001 - TRAC I - IOM	50		
GoK Contribution to UNDP	327		
Total Strategic Outreach	995		
GRAND TOTAL	10,288	GRAND TOTAL	10,288

Financial Statement 2003 (Balance Sheet Continued)

B - UNDP Operations (in thousands of US Dollars)

Sources of Expenses		Sources of Funds	
UNDP Salaries		Core Sources	1,224
International	525	Extra Budgetary (XB)	101
National	619	Cost Recovery- Transferred to XB	0
UNDP Procurement	179	Others	81
UNDP General Operating Expenses	305	Resident Coordinator Funds	222
GRAND TOTAL	1,628	GRAND TOTAL	1,628

C - Financial Management Services to Third Parties (In thousands of US Dollars)

Sources of Expenses		Sources of Funds	
Third Party Salaries		UNDP Budget	46
International	1,017	Economic Commission for Africa	57
National	820	Global Environment Facility	9
Third Party Procurement	9,325	International Atomic Energy Agency	136
Third Party Operating Expenses	6,301	International Civil Aviation Organization	1
		International Fund for Agri. Development	37
		International Labour Organization	102
		International Maritime Organization	148
		International Organization for Migration	53
		International Trade Centre	63
		International Telecommunication Union	112
		Junior Professional Officers Programme	199
		UNDP Monthly Payment Order	818
		UNAIDS	219
		UN Centre for Human Settlement	116
		UN Centre for Regional Development	142
		UNFSTD	43
		UN Drugs Control Programme	533
		UN Department of Economic and Social affairs	117
		UN Disaster Relief Office	1,012
		UN Environment Programme	28
		UN Population Fund	3,156
		UN Comm. Science & Tech. Development	6
		UN High Commission for Refugees	155
		UN Headquarters	1,302
		UN Industrial Development Organization	553
		UN Development Fund for Women	748
		UN Institution Training and Research	3
		Other UNDP Country Offices	3,125
		UN Monthly Payment Order	156
		UN Office for Coordination of Hum. Affairs	57
		UN Office at Geneva	242
		UN Office for Project Services	1,566
		UN Office at Vienna	84
		UN Sudano-Sahelian Office	749
		UN University	4
		UN Volunteers	309
		Universal Postal Union	38
		World Food Programme	900
		World Health Organization	33
		World Intellectual Property Organization	32
		World Meteorological Organization	252
		World Tourism Organization	2
GRAND TOTAL	17,463	GRAND TOTAL	17,463

OVERVIEW

UNDP's vision today is inspired by a set of common values and goals expressed as a commitment to sustainable human development. While still continuing to recognize the role of the public sector, UNDP's sphere of action currently encompasses and reaches beyond this to civil society and the private sector. A range of new partnerships with the private sector have been explored as a means of creating new ways to enhance human development to create additional knowledge and resources.

It is in this vein therefore, that in 2003 our efforts resulted in further flexibility in pursuing broader range of partnerships and opportunities that enabled for greater customer orientation and responsiveness towards poverty alleviation efforts.

The millennium development goals have helped in 2003 to focus both development effort and the Government's commitment on what is important in improving the lives of Kenyans. The MDGs will continue to be critical building blocks, unlocking political energy across the board while enriching national debate on the issues of domestic resources and the development challenges facing the country.

Unlike previous development visions that were mainly accessible to technocrats, the MDGs represent the most basic aspirations of people in Kenya and cover issues of health to education to prosperity. Time bound and measurable, they track progress in real time and provide data that drives actions and results.

The success of the MDGs also depends on their being translated into nationally owned priorities and targets adapted to Kenya's realities. National ownership is central and means that Kenya must decide for itself the difficult questions of how to allocate scarce resources as guided by national priorities. In this, UNDP supported the Government in developing Kenya's first MDGs Progress Report in 2003. The Report shed light on the areas that need most focus. This has helped the Ministry of Planning and National Development to find ways of mainstreaming and integrating the MDGs in the development process.

UNDP in 2003 also came to the close of the most dramatic four-year internal transformation that was targeted at making the organization stronger, more focused and better connected. This was carried out to renew our vision and reform practices for a more flexible and fast moving organization that provides services and advocacy where they are most needed. The transformation made UNDP a knowledge organization that looks for new and innovative ways to help people build better lives. Inclusion of the Kenya as a pilot country for the United Nations Development Assistance Framework process and its constituent programming tools is a pointer to the commitment and recognition of excellence in that transformation.

Internal integration of our systems through the deployment of an Enterprise Resource Planning (ERP) - Atlas system is expected to increase levels of efficiency and responsiveness as it now enables corporate integrity and accountability at all levels of our operations. The ERP will coordinate financial, project and human resources across UNDP and make reporting results more accurate and efficient. Streamlining of our business operations, the introduction of the practices and our insistence on monitoring performance and results will increase the country office's depth and capacity to meet development challenges in Kenya.



"The millennium development goals have helped in 2003 to focus both development effort and the Government's commitment on what is important in improving the lives of Kenyans."

Tarirai Isaac Chivore, Deputy Resident Representative

Resident Coordinator Unit

UN Coordination key milestones in 2003

2003 witnessed a historic transition for Kenya. The new National Rainbow Coalition Government that took office at the end of 2002, unveiled a new political and economic recovery agenda characterised by an inspiring set of priorities, including the elimination of corruption and strengthening the rule of law, trimming the civil service, devolving power to the regions, making primary education free and health care more affordable, rehabilitating rural infrastructure, fostering better incomes for the poor and promoting equity. Above all, the new government promised to speed up the review and enactment of a new Constitution. Kenyans were very optimistic about the new administration. The UN and other development partners warmly welcomed these new commitments.

Considerable progress was achieved during 2003 in enhancing the coherence of UN Country Team's overall development efforts in the country through Common Country Assessment and the UN Development Assistance Framework (UNDAF). In addition, a new consensus emerged surrounding the MDGs. Similarly, new guidelines were adopted for the preparation of UNDAF with its results matrix establishing a clear link between national goals and UN system agency goals. Agreement was reached and action initiated on simplification and harmonization (S&H) of key programme approval, implementation and monitoring tools whose results are expected to begin showing from 2004. The UNDAF together with the Country

Programme Documents of UNDP, UNICEF, UNFPA and WFP were completed and presented to the Joint Executive Board in June 2003 as per the legislation passed in 2002. Based on the approval of the UNDAF as well as the Country Programmes, the four agencies started the preparation of their Country Programme Action Plans (CPAPs) and Annual Work Plans (AWPs). The two represent simplified and harmonized results-oriented tools that merge the programme and operational aspects of programme implementation and the definition of the activities necessary towards the achievement of outputs on an annual basis.

By the end of the year, the CPAPs and AWPs were being finalized in readiness for approval to allow the start-up of the new programme cycle in early 2004, coinciding with the UNDAF cycle. Other new tools and procedures introduced as part of the S&H agenda included revised joint programming guidelines defining new mechanisms for implementing joint programmes and clarifying on its value-addition. In addition, during the year, two joint strategy meetings were held on 6 November and 5 December 2003, the first of which attracted 140 participants drawn from government, bilateral donors, private sector and civil society. Consultations were advanced with regard to resource transfer modalities, leading to convergence of opinion on major principles and approaches and agreement reached to elaborate further on details relating to issues such as financial reporting and disbursement periodicity to national partners and programme/project audits.

SUCCESS STORY

One of the most visible policy shifts during the year was the implementation of free primary education, which resulted in an influx into schools of new children that were out of school previously. The gross enrolment rate rose from 93% in 2002 to 103.7% in 2003. The UN country team through UNICEF demonstrated its commitment to the free primary education initiative by contributing US\$ 2.5 million. Though the implementation of this programme is characterised by a number of challenges such as shortage of class rooms, textbooks, teachers and other facilities, the UN is working closely with other development partners in supporting the government to address them. The UN is represented in a national task force specifically created by the government to advise on free primary education.



“With a new consensus surrounding the MDGs, we now have a singular organizing framework to move forward towards a stronger, more focused development support to the Government and people of Kenya in achieving their own development goals.”

Cleophas Torori, Head , Resident Coordinator Secretariat



MOVING The millennium development goals' agenda

Over three years ago, at the United Nations Millennium Summit in New York, world leaders recognized the global progress that had been achieved in the struggle for human development. They also identified some of the serious bottlenecks that impeded the realization of humanity's hopes for freedom from want and deprivation.

They responded by adopting the Millennium Declaration: a clear statement of values and priorities for action in the first century of the millennium. In addition, the leaders agreed on a core set of goals and targets – the millennium development goals (MDGs) to drive global human development to be tracked overtime and compared across countries.

In Kenya, the United Nations is strongly committed to collaboration with the Government and other development partners to achieve all the MDGs. The inaugural MDGs Country Progress Report for Kenya published in July 2003, identified the MDGs targets in which the country was lagging behind. In particular, it recorded a declining trend in under-five mortality rate; infant mortality rate; immunization against measles; population with sustainable access to improved water and sanitation; and urban population with access to improved sanitation. More generally declines in life

expectancy and human development index were noted (with the HIV/AIDS pandemic further impacting the trends). It called for increased spending in the social sectors and tracking of both the value-for-money and delivery of quality service. From an analytical and costing perspective of the MDGs, a number of studies and analyses are also being undertaken.

Towards the end of the year, Kenya was designated as one of the priority countries under the Global Millennium Project for 2004. Kenya benefitted through conducting a needs assessment for the identification of the best ways to integrate the MDGs into Kenya's economic development priorities.

Being a priority country entails conducting a detailed analysis and costing to identify specific public policy interventions and investments required for achieving the MDGs, as well as the resources to fund these investments.

The publication of Kenya's inaugural Millennium Development Goals Progress Report, coupled with the launch of the UNDP Global Human Development Report on the MDGs compact, placed the MDGs at the centre of national debate and action on priorities, policies and resource allocation. The campaign created a broad-based mobilization and bottom-up demand for concrete action on the MDGs and helped build a national coalition of national actors, that included the media and civil society organizations. This coalition has continued advocating for the MDGs, and has galvanized public debate on their relevance to the Kenyans. ►



**PROTECTING MYSELF AND
OTHERS FROM HIV/AIDS**



MOVING The MDGs agenda (Cont.)

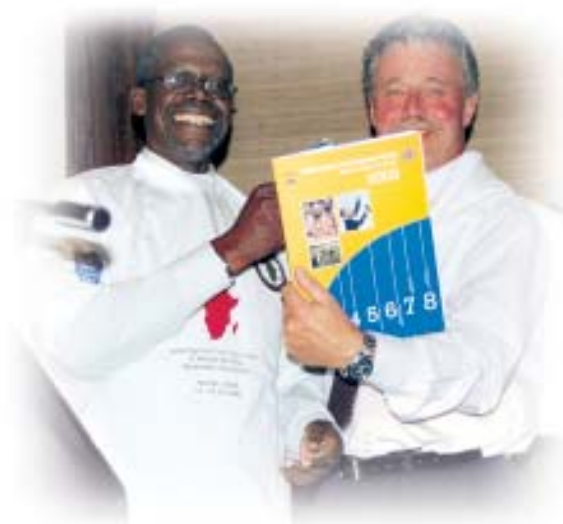
In the coming year, the UN will intensify action along four fronts that will build on the gains already made. These are:

Campaigning and mobilization: raising awareness and galvanizing public opinion in support of MDG priorities, policies and resources;

Monitoring: systematic and sustained tracking and review of progress towards the MDGs in terms of achievements, trends and shortfalls. The monitoring will entail generation of authoritative data, disaggregated, by gender, age, and specific vulnerabilities That will inform subsequent progress reports and national and global level campaigns;

Analysis: definition and assessment of the policy dimensions for the achievement of the MDGs and;

Strengthening partnerships with key development actors at the national, regional and international levels.



Hon. Musikari Kombo, the then Assistant Minister for Planning and National Development launches the report . He is flanked by UNDP Resident Representative, Paul Andre de la Porte.

SUCCESS STORY

The UN implements Ground-breaking Initiatives on HIV/AIDS in the Work Place

In 2003, the UN System in Kenya enacted a ground breaking HIV/AIDS work place policy that now requires all contractors working for the United Nations in Kenya to make provisions for health care that includes treatment for HIV/AIDS, and provides of a minimum monthly wage of at least Ksh. 6,000 (US\$ 80).

The package titled: *Guaranteed Fair Employment Package*, will benefit over 400 personnel employed by UN contractors commissioned to provide various services such as cleaning and maintenance at the UN Complex offices where 26 UN agencies are situated.

These employees are seen as 'indirect' employees of the United Nations and are therefore entitled to a health and welfare package that allows them reasonable pay and social conditions of service. This venture was widely seen as an example of best employment practices in Kenya, a first for the United Nations in Africa and the developing world as a whole.

Similarly, the UN system introduced a personnel policy for its own staff. The policy titled, the Three C's policy: *Confidentiality, Counselling and Care* targets staff members in Kenya suffering from HIV/AIDS. A contract signed between United Nations Office in Nairobi (UNON) and the Aga Khan Hospital in Nairobi will provide a specialized one-stop clinic for HIV/AIDS patients. This is in line with measures to safeguard confidentiality for staff members visiting the clinic.

At the clinic patients will be provided with coded cards for medical insurance claims that will be processed directly by designated personnel of UNON's managed Joint Medical Service (UNJMS) without any involvement of administrative staff of employing UN Offices.

OPPORTUNITIES Unit

GOAL:

The Opportunities programme strives to alleviate poverty through creation of jobs and improvement of livelihoods for the rural and urban poor in selected districts and urban areas of Kenya.

This is achieved through supporting the development of small enterprises, improving availability and accessibility of quality food at the household level and by providing policy for the development of the private sector, creation and growth of enterprises.

IMPACT IN 2003:

Sustainable Agriculture Community Development Programme (SACDEP) through funding from UNDP improved the livelihoods of marginalized communities both at the community and household levels through enhanced food production

and utilisation. In Muranga District, one of the districts targeted by the project, ten working groups were mobilized and registered with the Ministry of Culture and Social Services. SACDEP provided training for 298 farmers in sustainable food production, preservation, marketing and creation of rural agribusiness and employment.

As a result, at least 10 food-processing units have been established through the project. The individual members in the units have established a total of 328 market gardens with 40 school leavers finding self-employment in the processing of farm products. Ten marketing stalls have been established for both fresh and processed agricultural products.

The Federation of Kenya Employers (FKE) launched a programme aimed at enhancing youth employment through collaboration between industry and training institutions. One of the successful linkages created was between the Export Processing Zone (EPZ) in Mombasa and the Mombasa Polytechnic. The textile companies within this EPZ, donated one industrial sewing machine to the Mombasa Polytechnic to be used by students to

Supporting Financial Service Associations

Sponsored by UNDP, the Kenya Rural Enterprise Programme (K-REP) has supported a total of 12 Financial Service Associations in Suba and Kilifi districts.

K-Rep started operating in 1984 as a project of an American organization. In 1998 they transformed into the first micro-finance bank in Kenya. Today they are a stand-alone entity that provides grants, training and technical support to small and micro-enterprises.

Before K-Rep's presence in the area, the districts of Kilifi and Suba lacked micro-finance associations, K-Rep has not only built 67 financial service associations throughout Kenya, but it has also created awareness, capacity building, management and staff training. In Suba and Kilifi savings have increased in 3 years and new financial product lines have been introduced.

Speaking of the project, Aleke Dondo Managing Director of K-Rep says, "UNDP gave us Ksh. 4.3 million that helped to start the project in Kilifi and Suba, build infrastructure, pay salaries and train the staff. Today our main challenge is to become self-sustainable".

SUCCESS STORY



"The Opportunities programme supports the development of small enterprises, improved availability and accessibility of quality food at the household level and policy direction for the development of the private sector, creation and growth of enterprises. "

Anjimile Mtila Doka , Senior Assistant Resident Representative

increase their usefulness to industry. Two hundred students from the polytechnic have so far been trained and employed at the EPZ.

Young Women Christian Association established two rural telecenters in Kisii to empower women entrepreneurs in the area. Through internet access, women selling soap stone carvings are now able to market their products directly therefore, effectively cutting out middlemen. The development of a trading portal is currently under way.

MicroStart, a UNDP micro credit project was set up to build a new generation of micro finance institutions that have transparent track records and solid institutional and financial performance. As the technical service provider on behalf of UNDP, Kenya Rural Enterprise Programme Advisory Services Limited was contracted to implement the UNDP/Government of Kenya MicroStart Kenya Programme over a three-year period, which ended in October 2003. In 2003, the programme helped Equity Building Society with a new Management Information

System(MIS), which has increased the efficiency by reducing transaction time and cost. This led to a tremendous increase in the institution's client and resource base.

In November 2003, in an effort to enhance private and public sector partnership, the opportunities unit in collaboration with the Kenya Private Sector Alliance organised 11 sectoral workshops for the active sector boards. The workshops led to the production of sector specific papers focused on contributing to the economic recovery of the country. The cumulative workshop brought together the sector boards and resulted in a joint report which was later presented at the National Investment Conference in November 2003.

UNDP further funded the development of the sessional paper on Small and Medium Enterprises. In 2003, DFID revised the paper for submission to the Cabinet for consideration and approval.



EMPOWERMENT Unit

GOAL:

In Kenya, poverty pervades the entire society and has continually threatened the very fabric upon which the country is founded. To a large extent, poverty in Kenya has been caused by skewed ownership and access to assets, income, essential economic and social services, rapid population growth and deceleration of economic growth among others.

The Empowerment Unit seeks to improve Kenya's governance (economic, legal, administrative, systemic and political) in order to achieve sustainable development, rapid economic growth and poverty eradication.

IMPACT IN 2003:

Good Governance is however widely recognized as a leading factor in poverty eradication. Specific measures to improving governance in recent times include the

move towards multipartyism and subsequent political transition following peaceful elections in 2002. Equally, there have been initiatives geared towards the amendment of targeted laws to create an enabling environment for poverty eradication, provision of universal primary education, the development of an NGO policy, support to the Constitution of Kenya Review Commission's publication of the draft constitution and Katiba News, creation of a vibrant and graft-free judiciary, and the radical move to rid the public service of the vice of institutionalized corruption. These approaches provide an opportunity for evolving new mechanisms for popular participation at all levels of society.

Gender Mainstreaming Project

UNDP supported the Ministry of Gender, Sports and Culture to establish a Department of Gender, the enactment of the National Commission for Gender and the Development Act. Elsewhere, apart from supporting the Constitution of Kenya Review Commission, women's provincial workshops, the project facilitated women parliamentarians to discuss strategies on safeguarding gender gains in the draft constitution during the Pre-Bomas Conference Workshop held in Mombasa in April .

Institutionalizing gender within the police

UNDP has through The Federation of Women Lawyers - FIDA-K supported the development of a Police Training Manual on Gender & Human Rights and the establishment of gender desks in selected police stations.

Violence against women is one of human rights abuse largely taken for granted in most communities. Violations like female genital mutilation, domestic violence and wife inheritance are distinctly connected to being women. The Police do not know how to deal with these cases.

The police training manual on gender and human rights is currently being used to train police recruits and senior police officers at the Kiganjo Police Training College, to further institutionalize gender within the police. The training makes the graduates able to handle human rights violations from a gender perspective. Over 1500 officers were trained using the manual in 2003.

According to Enid Muthoni, a Project Officer at Fida -Kenya, a change of attitude has been recorded since the project started in 2000 . Not only is the police force assisting women visiting ths stations more effectively, but the women themselves are less afraid of reporting their cases.

SUCCESS STORY



"In 2003 the adoption of the programme was consistent with the national-level action plans as stipulated in the NARC Government's Manifesto, the Economic Recovery Strategy and the Poverty Reduction Strategy Paper."

Jacqueline Saline Olweya, Assistant Resident Representative

The meeting also created awareness among male members of Parliament on gender issues and how to address them at the review conference.

UNDP also supported a stakeholders' workshop that was organized in project districts to train district teams on the relevant skills and tools for the development of gender responsive Community Action Plans (CAPs). Each district thereafter developed their own CAPs. The participatory training tool used during the training was developed by UNDP's Capacity 21 Project and has been instrumental in training the identified communities on action planning development. Appraisal visits were organized and implementation of CAPs is ongoing.

Further to this and in collaboration with the National AIDS Control Council, UNDP implemented different activities in the area of HIV/AIDS. The programme carried out a survey on the impact of HIV/AIDS on the household by gender. The data collected was analyzed and report writing is ongoing. The results will be shared with a wide range of stakeholders and targeted beneficiaries and will be useful in informing HIV/AIDS policies from a gender perspective.

Other Empowerment Unit's achievements in 2003 included;

Capacity Building for Poverty Eradication

- With UNDP support, the Charter for Social Integration was drafted and presented to the Constitution of Kenya Review Commission for inclusion in the draft constitution. A Social Integration Bill was also drafted ;
- The Anti Poverty Trust Fund was established through a legal notice to create a legal framework for poverty eradication in Kenya.
- The establishment of partnerships and a framework for supporting and sustaining capacity initiatives with a Kenyan Trust, Africa 2000 Plus Network;
- The formulation and development of a national policy on NGOs in order to provide a supportive environment for effective functioning of the sector;

Targeted Legal, Policy and Institutional Reforms

- The capacity of Parliament as core governance institution was strengthened through training, study tours and participation by parliamentarians in various international fora;
- Mapping of the national development direction through the publishing of the Second National Human Development Report;
- Engagement and institutionalization of the private sector in key policy dialogue was initiated;

- UNDP provided technical support for economic planning, research, information ,publication and monitoring & evaluation ;
- Investment Conference was convened and consultative Group meeting facilitated;

Improved local governance for urban and rural poverty alleviation

- There was a review of the Local Government Act that defined policy direction on strengthened local governance. As a result draft amendments were done and a Bill produced ;
- Through support from a UNDP Thematic Trust Fund, steps to formulate a national policy on devolution were defined ;

Civic Education

- There was notable participation of the Civic Society, organizations and individuals in the Constitutional Review Process ;
- A critical mass of informed voters was generated through training and voter education campaigns;
- Framework, mechanisms and modalities for protection, promotion of human rights were created through Human Rights education and awareness campaigns. Tied to this was the enactment of a Bill establishing the National Human Rights Commission.



SECURITY unit

Disaster Management and Conflict Resolution

GOAL:

The Security programme component helps Kenyans living in crisis or post-crisis regions and situations to make the transition from humanitarian dependence back to community-driven development.

The programme also seeks to reduce risks from potential hazards, and ensuring that communities are better prepared to deal with disasters that may occur, reducing their impact, and ensuring that when disasters strike, they can be dealt with as efficiently and as effectively as possible to minimize levels of mortality. New areas of focus are prevention of proliferation of small arms, peace building and conflict management. The programme also oversees the implementation of HIV/AIDS interventions.

IMPACT IN 2003:

The Security programme supported the development of a draft national disaster policy. The policy supports preventive strategies that encompasses preparedness, institutional framework and required legislation. Coordination mechanisms have been proposed and will be pursued vigorously.

Three provincial disaster management capacity building workshops were also held in Mombasa, Kisii and Kisumu. The training targeted district commissioners who head the district disaster committees, secretaries of the district disaster committees, district development officers and drought monitoring officers. A total of 72 officers have been trained to date.

Budalangi, Tana River and Nyando districts also benefitted from a UNDP partnership with FAO and Arid Lands Resource Management programme, that carried out rapid response and rehabilitation work in these flood prone areas. Through a 'voucher for work' programme, the communities have been involved in clearing of riverbanks and de-silting of the secondary canals, which has reduced the vulnerability of flooding in these areas. One farmer in Nyando was reported to have said that the project was the only one that had assisted him directly since independence.

In collaboration with World Meteorological Organization and the Government of Kenya, UNDP supported the development of systems for integration of climate information and prediction products into the national early warning system. The system, to be used for the disaster management policy is in support of sustainable human development, poverty reduction, environmental regeneration and disaster preparedness and mitigation in Kenya.

In conflict prevention and peace building, the national steering committee on Peace Building, Conflict Management was revitalized to establish coordination, collaboration and networking between the government and civil society, and with a view to strengthen and institutionalize effective national peace-building and conflict resolution strategies and structures.

In North Eastern Province, the programme assisted in mitigating the effects of drought and conflicts on host communities around the three humanitarian camps in Kenya - Daadab, Kakuma and Lokichoggio through activities in conflict mitigation and prevention, education, water availability and opportunities for alternative livelihoods for women and the youth.

In the area of prevention of small arms proliferation and under the auspice of the National Focal Point on Illicit Small Arms and with financial and technical support from UNDP Kenya and the Small Arms Unit in Geneva, more than 8,000 illicit small arms and light weapons in the custody of the Kenyan security forces were displayed to members of the ►

"The programme also oversees the implementation of interventions in the area of HIV/AIDS. This includes upstream advocacy and policy advisory services,"

Elly Oduol, Assistant Resident Representative



Daadab Refugee Host community: providing access to social services

Daadab Secondary School was started in 1999 as a host community's initiative. Today, it provides education while being an entry point for easing tensions in the refugee camps.

Daadab Division is situated in Garissa District of North Eastern Province of Kenya, inhabited by predominantly nomadic Somali pastoralists. The arid conditions make it one of the areas in Kenya with the lowest human carrying capacity. In addition the instabilities in neighboring countries have seen an overwhelming influx of refugees in Kenya. 65,000 of these refugees are located in Daadab division camps.

In 1999 Daadab community started building a school to provide education to locals and refugees and ease the tensions between the two groups. Prior to the entry of UNDP in the region, the school had no dining facilities while its solar lighting system had broken down. Given the prime importance of this facility (School) in the area and the need to provide security, UNDP has provided US \$16,000 while the community has contributed 30% of the total cost through funds, labour and in provision of materials.

Since inception, the School has seen the development of four class rooms, two dormitories, one library, sanitary facilities, lighting systems and provision of water all facilitated by the refugees' host agencies. The population of students has increased from seven in 1999 to 130 students in 2003.

UNDP has supported the construction of a dining hall, a kitchen fully equipped with energy saving 'jikos' (stoves) and the installation of the solar system.

The project has ensured a clean eating environment and a reduction of health risks, better environmental safety and sustainability because of low firewood consumption and the use of solar power.

SUCCESS STORY

public. One thousand of these weapons were destroyed in March during the 3rd Anniversary commemoration of the Nairobi Declaration on illicit small arms and light weapons and presided over by the Vice-President of the Republic of Kenya. The other 7,000 were destroyed in May.

In partnership with Pastoralist Peace and Development Initiative, UNDP organized awareness raising and sensitization activities on the destructive effects of small arms and light weapons on peace and development in Garissa District.

The national focal point on Illicit small arms and light weapons was also operationalized. Under the auspice of the national focal point the first phase of the development of a national action plan to address the proliferation of illicit small arms and light weapons in Kenya was supported.



Michael Lund, Programme Officer with the Security Unit of UNDP, stands next to burning assorted small arms at the public torching ceremony at Uhuru Gardens, Nairobi in March 2003.

SECURITY unit (Cont.)

HIV and Development

GOAL:

The objective of the programme is to support the National AIDS Control Council (NACC) in prevention and advocacy, treatment, continuation of care and support, mitigation of socio-economic impact, monitoring, evaluation and research, and management and coordination in the fight against HIV and AIDS

IMPACT IN 2003:

The programme facilitated two workshops for members of Parliament. The first workshop held in October involved

members of the Parliamentary committee on health, housing and social welfare as a preparation and consensus building for a second workshop involving all members of the Kenya National Assembly. One hundred and fifty members of Parliament including the Speaker of the National Assembly and several ministers attended the second workshop held in November. The workshop opened by the Vice President came up with fourteen resolutions to fight HIV/AIDS at the Constituency level.



Preventing small arms proliferation

The National Focal Point of Small Arms and Light Weapons led by the Government of Kenya and UNDP destroyed over 8000 small arms collected from across the country in 2003.

The general picture of some of Kenya's regions in the North Eastern Province, are characterized by a declining environment, a lack of security, dependency on a volatile pastoralist economy and escalating culture of violence, enhanced by the availability of small arms.

UNDP Enhanced Security programme works together with the Government, to prevent and reduce the proliferation of small arms and light weapons, decrease national and cross-border conflicts and reduce community risks.

In March 2003, UNDP, the Kenyan Government and other stakeholders destroyed 1000 weapons in a symbolic torching ceremony at Uhuru Gardens in Nairobi. Another 7,000 weapons were mechanically destroyed in Machakos in May 2003. "With the destruction of the weapons we are trying to make people understand that there's a link between giving up arms and achieving security and development", Michael Lund, a UNDP Programme Officer says.

Around the world, UNDP's campaigns and programmes against small arms proliferation have resulted in the destruction of thousands of illicit weapons securing the environment within which development activities take place. According to Michael Lund, the main obstacle for tackling small arms proliferation is the insecurity rife in the Northern parts of Kenya. The main challenge he says is changing the attitude of the people.

SUCCESS STORY



Other achievements in 2003 included;

- The training of 150 councils in leadership response and resource mobilization for HIV/AIDS. The councils pledged to budget for HIV/AIDS in their jurisdictions;
- The development of guidelines on legal and ethical issues, and a draft bill on legal and ethical issues on HIV/AIDS including capacity building for CACCs countrywide;
- UNDP collaborated with the Federation of Kenya Employers to produce and circulate to all members revised HIV/AIDS code of conduct. The code of conduct booklet has been distributed to 90 per cent of the 3,000 Federation of Kenya Employers affiliates countrywide. Of these sixty percent have developed and adopted work place policies to address HIV/AIDS. In addition, nearly 10,000 human resources personnel, peer educators and counsellors have been trained in the employer organizations;
- A national workshop of faith based organizations was held resulting in the establishment of Faith Based Organizations network across the country;
- Sponsored the Kenya Union of Journalist organized, Journalist of the Year Awards, which focused on HIV/AIDS and Drug abuse;
- Trained 900 secondary and primary school teachers in HIV/AIDS education curriculum implementation in 15 Districts in the Country and developed a teachers HIV/AIDS training tool kit;
- Developed a draft gender and HIV/AIDS training manual for programme implementors and tool kit for policy makers;
- Supported the hosting of the African first ladies conference which was held in Kenya aimed at scaling up of women involvement in HIV/AIDS fight.
- UNDP provided technical and administrative support to the NACC through UN volunteers attached to the various structures of the organizations. As at the end of 2003 a total of 12 UNVs were serving with the project;
- Supported 12 UNVs, 5 University Scholars and 3 People living with HIV/AIDS to attend the International Conference (ICASA) on HIV/AIDS and STDs in Africa held in September 2003 for purposes of scaling up information sharing and gathering of best practices for improved project implementation;
- Facilitated formation of six functional district networks and regional networks in Nairobi, Nakuru, Mombasa, Nyeri, Kisumu and Kakamega;
- UNDP in collaboration with Pathfinder International provided home based care services to 485 clients in Malakisi and Yala Divisions in Western Province;
- Supported Kenya AIDS NGOs/CBOs Consortium (KANCO) in capacity building training of NGOs/CBOs resulting in increased level of participation in HIV/AIDS responses at the grass root level;
- and supported National AIDS Control Council to conduct regional experience sharing meetings and produce the country HIV/AIDS Programme; *'Lessons learnt and Future Direction of the Community Programme'* booklet.

SUSTAINABILITY unit

GOAL:

The Sustainability Unit aims at integrating the principles of sustainable development into national policies and development programmes. It also seeks to build capacity at the local and national level to reverse loss of environmental resources and to create opportunities for sustainable economic growth and poverty reduction.

IMPACT IN 2003:

Policy, legislation and awareness:

Preparation of the inaugural state of the environment report for Kenya and the national strategic plan for the forest sector; the finalization of the national energy policy; and the policy for the arid and semi-arid

lands in partnership with UNDP- Dry Lands Development Centre.

Created awareness and built capacity for environment management through the training of district environment committees on the implementation of the environment management and coordination Act. Awareness creation activities were also included during the commemoration of international days such as the World Environment Day and the World Day to Combat Desertification.

Land Management:

To combat desertification and to improve livelihoods, ten community-based organizations in Turkana and Samburu districts were supported with grants for projects addressing land degradation. In partnership with the UN Food and Agriculture Organization, the farmer field schools, agriculture extension initiative trained 252 farmer facilitators and 45 extension facilitators. The initiative also established 18 district level farmer networks.

Implementing energy efficiency in Kenya

Since 2002 The Kenya Industrial Energy Efficiency Network (IEEN) has assisted over 100 local industries to become profitable by using production processes that save energy as well as protect the environment.

Energy constitutes a significant part of overall production costs, varying from 5% to 50%. High energy costs make locally produced goods and services less competitive. The Industrial Energy Efficiency Network, (IEEN) with the support of UNDP offers Network expertise and technical assistance to industries willing to develop and implement viable energy efficiency measures.

According to Paul Kirai, National Project Manager of IEEN, the sector studies have been helpful in determining the key energy

indicators and highlighting the numerous potential energy saving measures in some sectors. Embracing energy efficiency has resulted in other related benefits like quality production, better environmental profile and lower production costs.

The network has completed five energy audits for members in the leather, dairy and bakery sectors. The audits have identified savings in excess of Ksh. 2.5 million per annum.

"To date, the training programmes and awareness workshops held by the project have reached over 900 people throughout Kenya from both the public and private sectors. More companies are becoming motivated and stimulated to undertake energy efficiency measures as a result of successful cases" says Kirai.

SUCCESS STORY



"In 2003, the Sustainability Unit continued to assist the government in upstream policy development and in the preparation, development and implementation of sustainable natural resource management plans at the local level by communities and other stakeholders."

Christopher Gakahu, Assistant Resident Representative

Cumulatively, 1,500 farmers were trained in better land management and innovative agricultural production techniques during the year.

Sustainable use of Biodiversity to Improve livelihoods

In partnership with the Ecotourism Society of Kenya the unit undertook an environment impact assessment for the Kakamega forest cottages. The cottages provide accommodation for tourists visiting the biodiversity sites in the forest. The unit also supported the construction of a cultural centre in Samburu and trained local communities in Kakamega and Samburu on the management of conservation based ecotourism enterprises.

Industry and Environment

With technical support from UNIDO, UNDP funded the Kenya National Cleaner Production Centre that encourages the private sector to take on responsibility for and invest in sustainability of the environment. Under this initiative 18 companies implemented comprehensive cleaner production activities. Due to an increase in efficiency, annual savings by industries participating in cleaner

production activities amounted to US\$ 698,000, toxic chemicals emissions were reduced by 200 metric tonnes, water consumption and waste material by 500 and 300 metric tonnes respectively.



UNDP Capacity 21

UNDP and the Government of Kenya jointly planned and successfully commemorated the World Day to Combat Desertification in Malindi District with a wide range of partners and stakeholders. This created awareness on the effects of desertification in the district and enhanced UNDP's image as the promoter of collaborative and partnership work in development.

Capacity 21 also built the skills of 20 community-based organizations in participatory planning, implementation, monitoring and evaluation of development projects. This empowered communities to take center stage in the development processes and enhanced their knowledge regarding their central role in ensuring sustainable development.

The Capacity 21 Kendelevu Training Toolkit was also published and distributed. The toolkit is a manual for trainers in participatory and sustainable development planning. It has become a user-friendly reference document available for development workers.

Global Environment Facility-Small Grants Programme (GEF-SGP) Kenya

Two proposals were submitted to the Tourism Trust Fund of the European Union for upgrading of two GEFSGP projects. The projects - Tsunza Crab Farming and Nkunga Crater Lake Eco-tourism project secured funding totalling US\$550,000. The two projects are currently being processed.

Another submission of the Robinson Island Conservation Project grantee for the UN in Kenya Person of the Year Award, won the first position. The event was highlighted in the local media, and the awards presented to the project. BBC will follow up the Robinson Island project for 2 years.

The programme also initiated the community water initiative that was funded by UNDP headquarters in New York. Five projects benefitted from the funding. A new cooperation with the Embassy of Japan to undertake 10 other community water projects was commenced. The parallel co-finances from the embassy will be about US\$ 50,000 per project.

STRATEGIC OUTREACH Unit

GOAL:

Strategic Outreach programme component engages in upstream policy dialogue and advocacy for sustainable human development. Through analytical work the unit supports and promotes domestication of poverty eradication concerns within the countries planning frameworks.

Promoting country driven demand for policy development contributes to the periodic analysis of policy frameworks focusing on the contribution to growth and poverty reduction. Analysis of instruments such as the Poverty Reduction Strategy Paper and the Medium Term Expenditure Framework provide important entry points for pro poor policy dialogue with the government and other development partners.

The unit contributes to aid coordination functions through the promotion of dialogue with partners at the donor coordination group, government led Kenya coordination group meetings and participation in United Nations Development Assistance Framework theme groups. Central to the coordination processes is a preparation of the development cooperation reports to track financial and technical assistance flows from external development partners.

The programme also undertakes campaigns on global and national human development reports, and the millennium development goals reports. The campaign creates space for alternative and complementary thinking processes in development planning

engineering that promotes human development and focuses on pro-poor interventions.

IMPACT IN 2003:

The unit championed a bundled campaign at the national apex and sub-national levels. The Global Human Development Report on the millennium development goals compact was launched in Nairobi with the active government participation.

At the sub-national level, the campaign held a dialogue forum at the Egerton University with representation and participation from four other universities : Moi University; Kabarak; Maseno; and University of Nairobi.

A preliminary costing exercise on the resources required to meet the MDGs was also undertaken to aid government in planning for resource allocations if the MDGs are to be met.

As part of the support to the consultative group process in Kenya, a consultative group meeting with donors was held in November. The strategic outreach unit facilitated in the production of background papers by the government for presentation at the government/donors consultative meeting. The outcome of the meeting was a pledge of US\$4.1 billion by donors to the government to strengthen economic recovery initiatives over the next three-years.

Further, the unit prepared an update of the development cooperation report, the last one having been produced in 1999. The new report reflecting historical trends in the flows of external assistance into the country up to the year 2002, is a valuable contribution to the efforts on donor and aid coordination and a useful feedback and input into the mid term economic framework budgetary process. This exercise will continue annually.



"Upstream policy dialogue campaign aims to create space for alternative and complementary thinking in development planning."

Seraphin Njagi, National Economist

UNDP Kenya Operations

Globally, UNDP has reformed and proven itself capable of meeting significant changes that characterised the past year. The government and an array of partners have affirmed the critical role the country office has played in the overall development landscape of Kenya. It is therefore necessary to strengthen the resource base to safeguard past gains, consolidate the reform process and support Kenya meet its development challenges.

With a new integrated operation system- Atlas, adopted globally the task of having a seamless transfer of financial, operation and personnel records into the new system was a monumental task that was however overcome, thanks to the leadership of our 'Yes' taskforce that led the process. The cleaning up of data and the preparation of the office systems and personnel to embrace the Enterprise Resource Planning system-Atlas, was undertaken with professionalism and confidence.

Many key country staff members in programme, finance, personnel and procurement underwent focused training in South Africa towards the end of the year. They later trained the rest of the staff, effectively equipping the office for the transition.

Increasingly UNDP resources were utilized as seed funds, with additional resources mobilized through other development partners to supplement overall programme budgets. This will remain the main thrust in the coming year as UNDP looks to engage an ever increasing number of partners in resource mobilization for the achievement of Kenya's development priorities.

Audit and Oversight

With an overall goal for seamless compliance, the country office successfully implemented Atlas, an integrated corporate Enterprise Resource Planning (ERP) System. Internal integration of our systems through the deployment of the Atlas system is expected to increase levels of efficiency and responsiveness as it now enables corporate integrity and accountability at all levels of our operations.

The audit and oversight functionality that the new system now makes available, Atlas will coordinate financial, project and human resources across UNDP and make reporting results more accurate and efficient. Streamlining of our business operations, the introduction of the practices and our insistence on monitoring performance and results will increase the country office's depth and capacity to meet development challenges in Kenya

Human Resources

In addition to the implementation of the ERP Human Resources Global Payroll and smooth roll over to the new integrated platform by 1 January 2004, UNDP undertook data clean up and migration for 170 staff and 58 service contract holders.

The office also organized end user computer proficiency training for all staff, contributing to raising minimum competency levels in the use of ICT applications in preparation for the Atlas platform. Eighty percent of staff acquired the full ICDL certification, while the rest met minimum corporate requirements.



"It is necessary to strengthen the country office's resource base to safeguard past gains, consolidate the reform process and support Kenya meet its development challenges."

Adama Zampalegre, Deputy Resident Representative (Operations)



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UNDP Kenya staff pose for a photo during the annual retreat in March 2003.

