EVALUATION OF COOPERATIVE STRATEGIES
FOR EFFICIENT UTILIZATION OF FINANCIAL
RESOURCES OF UNICEF KENYA PROGRAMMES

BY
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UNITED STATES INTERNATIONAL UNIVERSITY

SPRING 2004
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BY
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A Project Report Submitted to the School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration

UNITED STATES INTERNATIONAL UNIVERSITY

SPRING 2004
STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________ Date: ____________
Pamela Aoko Odongo (ID 605895)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________ Date: ____________
Dr. George O. K’Aol

Signed: ___________________________ Date: ____________
Dean, School of Business

Signed: ___________________________ Date: ____________
Deputy Vice Chancellor, Academic Affairs
ABSTRACT

Cooperative strategies could enable organizations to achieve more successes with fewer resources. Child and Faulkner (1998) describe cooperative strategy as the attempt by organizations to realize their objectives through cooperation with other organizations, rather than in competition with them. UNICEF, like all the other charity organizations, depends on voluntary contributions. Hankin, Seidner and Zietlow (1998) state that, “more and more charities are chasing less and less money (p. 284).”

The purpose of this study was to evaluate the cooperative strategies that UNICEF Kenya country office has adopted to enhance the mobilization and utilization of its financial resources more effectively through internal and external coordination with the various stakeholders. The study sought to answer the following research questions:

1) What internal cooperative strategies are used by UNICEF Kenya Country Office to enhance efficient mobilization and utilization of financial resources among the activities of its various programme units?

2) What external cooperative strategies are used by UNICEF Kenya Country Office to enhance efficient mobilization and utilization of financial resources among the activities of the various stakeholders, like the Government of Kenya, other UN agencies, NGOs and communities, in the community-based projects?

3) What challenges does UNICEF Kenya Country Office encounter in implementing the internal and external cooperative strategies in order to enhance efficient mobilization and utilization of financial resources?

The research design was in the form of a case study. Non-probability, purposive sampling technique was used to identify a total of fifteen staff members who represented the total population of twenty-six projects, which fall under seven programmes. The primary data was collected through face-to-face interviews during which a structured interview guide was used. Data analysis was both qualitative and quantitative. The primary data was analyzed by use of percentages and frequency tables. Microsoft Excel spreadsheets were used to generate the presentations which included frequency tables, pie charts and bar graphs.
The findings of the study revealed that the respondents were convinced that internal cooperative strategies would add value to the programme activities. However, the study showed that the implementation level of the cooperative strategies was average due to lack of an appropriate organization structure and a personnel appraisal system that encourages specialization in staff members’ functional areas. The achievements of the cooperative strategies were also found to lack balance since the highest frequency of collaboration activities was related to planning and review activities while collaboration at the level of implementation of the programme activities was found to be very minimal.

In terms of the external cooperative strategies, the study showed that collaboration was even weaker than the internal coordinations. The respondents’ stated that the government’s contribution was not regular and that the government officers participated mainly at the reviews but were hardly available during the planning and implementation stages. In terms of collaboration with the other humanitarian organizations, the study showed that UNICEF collaborates more with the NGOs than with the other UN organizations and religious organizations and that a coordinating forum does not exist. The communities were found to be contributing more as employees and less as participants in the projects activities.

Competition stood out as the main cause of the challenges that are encountered when implementing the internal and external cooperative strategies although differences in systems and organizational rules and regulations also play a role. However, all the respondents agreed, with the majority even strongly agreeing, that internal and external collaboration would contribute to the efficient mobilization and utilization of financial resources.

The study recommends that UNICEF Kenya Country office should amend its organization structure, and encourage task forces and teamwork instead of individual tasks, in line with its decision to adopt cooperative strategies. UNICEF needs to influence all the other stakeholders to realize that they would achieve more with fewer resources if they opted to realize their objectives through cooperative studies rather than through competition. Active participation and contribution by the government and communities would enhance ownership and sustainability of the community-based projects.
ACKNOWLEDGEMENT

I wish to thank the almighty God for his blessings of the opportunity to undertake and complete the MBA programme. I am grateful for the gifts of security especially when I traveled at night from the University, finances, health and mental abilities.

My profound gratitude go to my husband, family, relatives, benefactors and friends whose social life was sacrificed because I missed so many important occasions in order to fulfill the requirements of the MBA programme. This could not have been successfully completed without putting in the many hours during the weekends and after work. Balancing the demands of my employer, my university studies and my social life was very demanding on those around me as well and I thank them all for their understanding and support.

My special appreciation goes to my supervisor, Dr. K’Aol, the Associate Dean at the School of Business, USIU, whose knowledgeable and thorough but gentle guidance made a major contribution to my capability in carrying out this research and the quality of this study. I also wish to recognize the contributions of my lecturers during my undergraduate as well as MBA programmes at USIU since I applied what I learnt from them in this study. I wish to single out Dr. Mbae, Dr. Wamugunda and Mr. Nyerere who re-instilled in me the principle of excellence in all I do. The respondents spent their time with me and their willingness to do their best in responding to my questions is invaluable. The respondents spent their time with me and their willingness to do their best in responding to my questions is invaluable. I am grateful to all the UNICEF staff who assisted me by availing various documents and data.

Last but not least I wish to thank all the people I shared classes with at USIU since I gathered a lot of information, that is related to my our studies as well as actual experiences of many businesses and organizations around the world, from the group discussions, class presentations and even private conversations. My sincere thanks to anyone else who assisted me in one way or the other but have not been specifically mentioned above.

Pamela Odongo
DEDICATION

I would like to dedicate this research project to the memory of my late father, John Paul Oganga Odera, who instilled in me the virtues that have guided me in striving to achieve excellence in all aspects of my life. I would also like to dedicate this work to my loving husband Francis Odongo who contributed to the completion of this thesis by putting me in a position to start, sustain and complete my MBA programme, including this research project, by being very understanding and supportive even during the long study hours.
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22). UNFPA  United Nations Population Fund
24). WFP  World Food Programme

1.3. Background of the Study

Cooperative strategies offer particular advantages in addressing poaching complementarity with other contexts and opportunities for larger systems and activities. Cooperative strategies: the strength by necessary through cooperation with other organizations, etc. They made a distinction between certain

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CHAPTER 1

1.0. INTRODUCTION

1.1. Background of the Study

Cooperative strategies offer significant advantages to organizations, which are lacking in particular competencies or resources, to secure these through links with others possessing complementary skills or assets. It may also offer easier access to new markets and opportunities for mutual synergy and learning. Child and Faulkner (1998) describe cooperative strategy as the attempt by organizations to realize their objectives through cooperation with other organizations, rather than in competition with them. They make a distinction between competitive and cooperative strategy and state that the latter focuses on the benefits that can be gained through cooperation and how to manage the cooperation so as to realize them while the former is concerned with the question of how a firm can gain advantage over its competitors. Cooperation and coordination have been used as synonyms in this report.

Hankin, Seidner and Zietlow (1998) state that, "more and more charities are chasing less and less money (p. 284)." This issue is of great concern to UNICEF and all the other charity organizations who depend on voluntary contributions. The globalization of competition has resulted in globalization of strategies. Kotler (2003) states that competition today is on a network-to-network basis and not simply between individual companies. Barnevik and Kanter (1994) concur by arguing that strategic alliances have become long and not short-term tactics due to the recent trends in the international competitive arena. They emphasize that alliances and networks of alliances are destined to be indispensable to all firms, large and small and should no longer be treated as temporary fixes.

Child and Faulkner (1998) advise that the challenges of globalization and scarce resources underline the importance of increasing inter-agency coordination. However, not-for-profit organizations have been left behind in this new global development of replacing competitive strategies with cooperative strategies. A study that was carried out
by a consultant at the request of the UNICEF's evaluation office in New York concluded that, "UN agencies were not designed to work in close collaboration with one another" (Freedman, 2001, p. 25). Their mission statements confirm this further since each United Nations agency's core corporate commitments define responsibilities that are aimed at being unique and nearly unrelated to those of other humanitarian agencies, for example, children, refugees, environment, development and labour. Freedman (2001) laments that the culture of competition, especially for limited donor resources, and distrust make humanitarian organizations very suspicious of agencies that seek collaboration.

The hard realities of complex emergencies amidst diminishing resources are making it self-defeating for organizations to strive to solve the ever-growing problems of the world alone. The non-profit organizations need to learn from the giant for-profit organizations, like General Motors, who have embraced the strategy of joint ventures, strategic alliances and consortia (Barnevik and Kanter, 1994). The UN Secretary General, Kofi Annan, called upon the UN organizations to work towards achieving a full simplification and harmonization of programme implementation modalities at country levels by 2004. The need for each agency to make efforts towards this new strategy was also reiterated by the General Assembly of the United Nations (UN, 2003).

UNICEF Kenya has been putting in great efforts to implement this strategy. But, its culture of independent and competitive strategies as well as its organization structure of stand-alone programmes has been a stumbling block. The various programmes within UNICEF Kenya country office, for example, education, water, nutrition and health implement their activities independently as reported in the mid-term review (GOK/UNICEF, 2001). According to the annual report of UNICEF KCO (2002), there are many activities that are planned by UNICEF and the government of Kenya that remain unimplemented every year due to lack of sufficient funds while some units end up with unspent balances. This is a clear indication that the annual donations that UNICEF receives are not distributed uniformly and therefore coordinating the activities of units could improve the funding levels of less-funded projects.
1.2. Statement of the Problem

All the annual reports for the previous five-year programme cycle, UNICEF (1999), UNICEF (2000), UNICEF (2001) UNICEF (2002) and UNICEF (2003) indicate that the GOK/UNICEF programme of cooperation ended up with quite a number of unimplemented activities. The lessons learnt which were reflected in the year 2001 mid-term review report, which covered half of the five-year programme cycle, included the plans to adopt integration and coordination as implementation strategies in order to improve the level of visible impacts of the programmes on beneficiaries’ lives (GOK/UNICEF, 2001). However, the UNICEF annual reports based the success of the programmes on the number of planned activities that were implemented. The analysis of the levels of coordination strategies that enhance effective and efficient utilization of financial resources was not addressed.

The programme evaluations and annual reports, especially the mid-term review (GOK/UNICEF, 2001), point out the effect of poor coordination and emphasize the need to improve the levels of collaborations with other programmes in the office as well as the government and other humanitarian organizations. This study endeavoured to evaluate the operationalization of these cooperative strategies. Strickland and Thompson (1997) advise that in order to ensure the successful implementation of the chosen strategy, the strategy must be translated into guidelines for the daily activities of the firm. The audit exercises that are carried out by auditors from New York, only concentrate on adherence to rules, regulations and procedures to confirm that the resources have not been misused but little attention is paid to the quality of the implementation of strategies. Norton and Kaplan (2000) state that the ability to execute the strategy is more important than the quality of the strategy itself.

The United Nations Secretary General, Kofi Annan has made appeals to the UN organizations to embark on the simplification and harmonization process, which requires them to formulate strategies of working together in order to maximize their complementarities and avoid wasteful duplication (UN, 2003). The list of the evaluation studies at UNICEF Kenya Country Office, however, does not include analysis of coordination strategies.
1.3. The Purpose of the Study

The purpose of this study was to evaluate the cooperative strategies that UNICEF Kenya country office applies internally amongst its programmes as well as externally with the other stakeholders, like the Government of Kenya, the private sector in Kenya, the UN and other humanitarian organizations and the communities, in order to enhance efficient mobilization and utilization of its financial resources.

1.4. Research Questions

The study sought to answer the following three research questions:

1) What internal cooperative strategies are used by UNICEF Kenya Country Office to enhance efficient mobilization and utilization of financial resources among the activities of its various programme units?

2) What external cooperative strategies are used by UNICEF Kenya Country Office to enhance efficient mobilization and utilization of financial resources among the activities of the various stakeholders, like the Government of Kenya, other UN agencies, NGOs and communities, in the community-based projects?

3) What challenges does UNICEF Kenya Country Office encounter in implementing the internal and external cooperative strategies in order to enhance efficient mobilization and utilization of financial resources?

1.5. Justification of the Study

This study evaluated the cooperative strategies that enhance synergy and that result in efficient and effective mobilization and utilization of financial resources by UNICEF Kenya country office. The study is expected to contribute to the improvement of internal and external coordination, which should result in a reduction in the proportion of activities that are planned by UNICEF and the government of Kenya, but remain unimplemented every year due to insufficient funds or implementation capacity of UNICEF.
1.5.1 Benefits to UNICEF

UNICEF stands to benefit from this study since it can use the results to improve its practical coordination strategies. UNICEF will be able to identify its strengths and weaknesses as well as opportunities and threats from the results of this study. UNICEF will be able to identify the cooperative strategies that are very impressive on paper but that have never been implemented. The resultant effect from improved strategies will be the high rating by donors, which would increase its funding levels. UNICEF will be able to improve its quality of performance because common projects would be offloaded to other agencies with comparative advantages while some costs would be reduced when projects are implemented jointly or within groups. UNICEF KCO would also gain from the study by taking the lead role in organizing humanitarian organizations to conform to the globalization challenges through the already-tested route of coordination since this will give it the leader’s role. Child and Faulkner (1998) state that the ability to maintain both the structure of an industry and a firm’s position within it can be enhanced by cooperation with competitors.

UNICEF staff will also gain from this study because the management will create the appropriate organization structure for cooperative strategies. The staff will be able to suggest additional areas and strategies for internal and external coordination. The resultant effect from increased cooperation with other organizations which were previously considered as competitors will challenge UNICEF staff to aim at measuring up to their partners by carrying out fundraising and implementation tasks with the aggressions of profit-making organizations. Some of the recommendations from the study could be generalized to UNICEF offices in other countries since they follow similar programme planning and implementation processes. UNICEF Kenya Country staff would then be ranked very high even for international posts in other UNICEF offices worldwide if their office becomes synonymous with high-achievers and modern day techniques like cooperative strategies.
1.5.2 Benefits to Stakeholders

This study could influence UNICEF’s partners in other agencies, who are part of the cooperative alliance, of the importance of expanding their mutual opportunities by pooling resources together. The agencies will be able to appreciate that by integrating programme activities and avoiding duplication of efforts they would enhance donor coherence. The organizations would benefit from synergy and therefore deliver improved and wholesome projects to the beneficiaries. The government of Kenya would find suggestions of improving on its coordination role of the various humanitarian organizations in the country to avoid duplication of projects and enhance a more uniform distribution in various parts of the country.

1.5.3 Benefits to the Communities

The communities where the projects are implemented will gain from suggestions of how to assist the humanitarian organization to achieve practical, timely and organized implementation of projects while spending less time in duplicated planning and meetings with different agencies. The humanitarian organizations will be enabled to tackle complex emergencies without undue delay since these usually require multifaceted approach. The research findings would uncover unexplored areas since most evaluations mainly target the impacts of the programmes on the lives of the beneficiaries and not the possibilities of achieving more with the available resources. Coordination would result in cost saving benefits and delivery of high-quality humanitarian assistance to the communities in various parts of Kenya.

1.5.4 Benefits to Researchers

Researchers will be able to use this research project report as a source of secondary data and to identify research gaps for further studies. Researchers will be able to identify studies that have already been undertaken to avoid duplication of researches.
1.6. Scope of the Study

There are four UNICEF offices in Nairobi. These include: the Kenya Country Office, the regional office, the Somalia liaison Office and the Operation Lifeline Sudan Office. This study was limited to the evaluation of the programmes at UNICEF Kenya Country office. The fifteen staff members who were selected for interviewing represented each of the seven programmes that consist of a total of twenty-six projects. The respondents included the senior management staff and programme officers and project officers. The only support staff who was interviewed is the Greeting Cards Sales Assistant. The main period under review is the 1999 to 2003 programme cycle but with comparisons to the past and current cycles.

1.7. Definition of Terms

1.7.1 Activity
The programme planning manual (UNICEF, 2003) defines activities as actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs. This is the lowest level in the country Programme Hierarchy.

1.7.2 Basic Cooperation Agreement (BCA)
The programme planning manual (UNICEF, 2003) states that the Basic Cooperation Agreement (BCA) is the agreement UNICEF establishes with each partner country seeking UNICEF cooperation for children and women. It outlines the general principles under which UNICEF will operate in the country and constitutes the legal basis for UNICEF’s presence and programme operations.

1.7.3 Case Study
Bell (2000) describes a case study as an umbrella for a family of research methods having in common the decision to focus on inquiry around an instance. Evidence is collected systematically, the relationship between variables is studied and the study is methodically planned.
1.7.4 Co-ordination
Appleby (1994) states that coordination is the process whereby the effort of a group is synchronized so that the desired goal is achieved. It is best achieved in the environment with systems that support decision-making and link various activities of the organization into one whole part. Cooperation and coordination will be used as synonyms.

1.7.5 Common Country Assessment (CCA)
UN New York, (1998) defines the CCA as a document prepared jointly by UN agencies to provide basic information for programming UN assistance to countries. The CCA aims to achieve a deeper knowledge of key development challenges, based on a common assessment, analysis and understanding of the development situation of the country.

1.7.6 Effectiveness
Stoner, Freeman and Gilbert (2000) state that effectiveness is doing the right things while focusing on key goals and priorities to accomplish the mission. Effectiveness is the ability to determine appropriate objectives. Efficiency and effectiveness are interdependent, but effectiveness is more important since, while we should strive to do things right, we must ensure they’re the right things to do.

1.7.7 Efficiency
Stoner and Freeman (2000) states that efficiency is the ability to minimize the use of resources in achieving organizational objectives. It is doing things right: the first time, with minimum errors and waste and in a timely manner. It is an “input-output” concept.

1.7.8 Emergency
GOK/UNICEF (1999) defines an emergency as a situation which threatens the lives and well-being of large numbers of a population and in which extraordinary action is required to ensure their survival, care and protection. Emergencies may be created by natural or technological disasters, epidemics or conflicts.

1.7.9 Globalization
Barnevik and Kanter (1994) defines globalization as a process of advancement and increase in interaction among the world’s countries and people facilitated by progressive
technological changes in locomotion, communication, political and military power, knowledge and skills, as well as interfacing of cultural and value systems and practices.

1.7.10 Master Plan of Operations (MPO)
GOK/UNICEF (1999) defines the Master Plan of Operations (MPO) as the document that sets out the expected multi-year results of the cooperation, strategies, the programme and project structure, the distribution of required resources and the commitments from the main partners. It constitutes the formal agreement between UNICEF and Government on the Programme of Cooperation.

1.7.11 Non-Governmental Organizations
According to Suzuki (1998), the term Non-Governmental Organization (NGO) refers to an organization that addresses concerns of the underprivileged and the underserved in developing countries through activities such as agricultural assistance, primary health care, provision of basic services and education. The NGO receives funds from donors to implement the various social activities.

1.7.12 Non-Profit Organizations
Hankin et al. (1998) define nonprofit as a designation for a group of organizations that are allowed to make profit but are prohibited from distributing their profits or earnings to those in control of the organization. They usually apply for and receive tax exemptions. Contributions to some nonprofit organizations are tax deductible for donors.

1.7.13 Other Resources
The Programme Funding Office manual (1997) explains that Other Resources (OR), are earmarked contribution for programmes that is supplementary to the contribution for regular resources (RR) and is made for a specific purpose such as a particular programme or project or an emergency

1.7.14 Programme Manager System (ProMS)
UNICEF (2003) describes the UNICEF Programme Manager System (ProMS) as a computer information system that integrates and streamlines UNICEF programming and work planning, including budgets and financial data.
1.7.15 Programmes

1.7.16 Projects
UNICEF programme and procedure manual (2003) explains that projects fall immediately below programmes and above activities in the hierarchy of programmes. The projects list the activities and objectives.

1.7.17 Regular Resources
The Programme Funding Office manual (1997) states that Regular Resources (RR) are core funds without conditions. RR include income from voluntary annual contributions from governments, unearmarked funds contributed by National Committees and the public, net income from greeting card sales and other miscellaneous income.

1.7.18 Representative
This is the title for the head of each UNICEF country office. He/she is the representative of the Executive Director who reports directly to the UN Secretary General.

1.7.19 Strategy
Mintzberg and Quinn (1996) define strategy as a pattern or plan that integrates an organization’s major goals, policies and action sequences, into a cohesive whole. They claim that a well-formulated strategy helps to marshal and allocate an organization’s resources.

1.7.20 Strategic Management
According to Pearce and Robinson (2000), strategic management is the set of decisions and actions that result in the formulation and implementation of plans designed to achieve an organization’s objectives.
1.7.21 Strategic Alliances

Trott (1998) has defined a strategic alliance as a contractual agreement among organizations to combine their efforts and resources to meet a common goal.

1.7.22 UN Development Assistance Framework (UNDAF)

UN New York, (1998) defines the UN Development Assistance Framework (UNDAF), as a common planning arrangement, which is designed to ensure that the development operations of the UN system in a country share a common objective and common strategies of cooperation. The UNDAF describes how the sum of agencies’ contributions helps to achieve selected strategic results.

1.8. Chapter Summary

The chapter has provided the background information on the study. It has also covered the statement of the problem, purpose of the study, research questions, justification of the study, and the scope of the study. The purpose of the study was to evaluate the cooperative strategies that UNICEF Kenya country office applies internally among its programmes as well as externally with the other stakeholders like the Government of Kenya, the private sector in Kenya, the other humanitarian organizations and the communities in order to enhance efficient mobilization and utilization of its financial resources. This study could be used to identify strategic ways of providing high quality humanitarian assistance to communities. This would be a competitive advantage in this era of strategic alliances and competition for scarce and diminishing donor funds by increasing number of players.

The next two chapters cover the literature review and research methodology respectively. The literature review was guided by the three research questions.
CHAPTER 2

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter is structured on the basis of the research questions. The chapter reviewed the various relevant internal and external books and documents on cooperative strategies, with a special focus on the operations of UNICEF KCO programmes. UNICEF’s programme implementation and fundraising techniques were analyzed in relation to cooperative strategies that enhance efficient mobilization and utilization of financial resources.

The chapter is organized in terms of the research questions as follows:

i). What internal cooperative strategies are used by UNICEF Kenya Country Office to enhance efficient mobilization and utilization of financial resources among the activities of its various programme units?

ii). What external cooperative strategies are used by UNICEF Kenya Country Office to enhance efficient mobilization and utilization of financial resources among the activities of the various stakeholders, like the Government of Kenya, other UN agencies, NGOs and communities, in the community-based projects?

iii). What challenges does UNICEF Kenya Country Office encounter in implementing the internal and external cooperative strategies in order to enhance efficient mobilization and utilization of financial resources?

2.2 Internal Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

2.2.1 Management of Co-ordination Strategies

Bennett (1999) describes coordination as the unification of effort; that is, ensuring that everyone within the enterprise is working towards a common goal. He emphasizes that
effective coordination requires efficient control, which presupposes the existence within the firm of sound information gathering, reporting procedures and appraisal systems. He further suggests the need to appoint a full-time liaison manager whose main duty is the co-ordination of the work of several subsidiary units or departments. The programme coordinator at UNICEF could be considered as the liaison manager.

Child and Faulkner (1998) advises that feedback systems involving frequent reports to a central control, regular face-to-face meetings of managers and standardization of administrative procedures would be necessary. Internal coordination creates synergy, which results in greater results than the sum of the results of each programme if the units are working independent of each other. This means that the programme units will be able to achieve more successes with less financial resources. Greater coordination also results in cost-saving measures, which avail more finances for implementation of programmes.

2.2.2 Integration of Programme Activities

GOK/UNICEF (2001), which is the report of the mid-term review, points out that the success of the GOK/UNICEF programme of cooperation would have been exemplary if coordination improved among the various programme units. The mid-term review document reported this weakness under lessons learnt and collaboration was adopted as a relevant strategy for the second half of the five-year programme cycle. The annual reports for years 1999 to 2001 also emphasize the importance of increasing the operationalization of the coordination strategies since the other agencies had expressed their desires to follow UNICEF’s programme planning process as part of their efforts to implement the UN Secretary General’s instructions on harmonizing the operations of UN agencies. This could give UNICEF the lead role among the UN agencies and therefore demands an improvement on UNICEF KCO’s internal cooperative strategies.

The UNICEF programme planning manual (UNICEF, 2003), describes the full programme cycles on an annual, mid-term and full country programme cycle basis, which normally lasts five years. The programme cycle shows that there are many stages, each of which results in the production of documents. Most of these stages require the inputs of programme officers, individually and collectively, as well as participation by
external partners. The figure below illustrates the various stages of a typical full country programme cycle.

Figure 1: A Typical Country Programme Cycle


UNICEF Kenya Country office, the government of Kenya and their implementation partners participated at the various stages that are reflected in figure 1 above. UNICEF KCO 2002 annual report (UNICEF KCO, 2002), reflects a system of weekly programme meetings and annual planning and review meetings. It is reported also that meetings took place at Unit level among the various projects that belong to one programme. The situation analysis (GOK/UNICEF, 1998) narrates the process as well as the findings of the assessment of the status of women and children in Kenya. The (GOK/UNICEF, 1999) covers the mid-term review process, which took place after two and a half years into the five-year programme cycle.
The Master Plan of Operation for the 1999 to 2003 programme cycle, (GOK/UNICEF, 1999), was an improvement to the 1994 to 1998 programme cycle in terms of the reorganization of the programme structure and operational plans to reflect emphasis on cooperation strategies. It ended up reflecting a mixture of strategies, which covered both a vertical and functional programme structure as well as a geographic approach. The coordination strategy was to be achieved by providing access to basic social services through the utilization of a geographic focus approach, bolstered by policy support that utilizes a national focus approach. UNICEF’s assistance to Government would be implemented in an integrated and holistic programme delivery, combining access to basic services in disadvantaged areas in collaboration with other partners with assistance to the creation and implementation of a favourable policy environment. This study evaluated the levels of operationalization of the plans to adopt a geographic approach.

The Annual Report for year 2000 (UNICEF KCO, 2000) expressed the need to handle common themes as cross-cutting strategies instead of creating separate programmes for them. The suggested areas included research, monitoring and evaluation, social analysis and policy, programme planning, advocacy, capacity building of communities, resource mobilization, partnerships, HIV/AIDS and coordination support. However, it was also reported in the year 2000 annual report that some of the participants were of the opinion that cross-cutting issues often fall through the cracks because “everyone’s task usually become no-one’s job (UNICEF KCO, 2002).

The common themes referred to in the paragraph above remained separate until the 2004 to 2008 programme cycle in which they were merged into one programme except the HIV/AIDS projects which were placed under the child protection programme due to its magnitude and variety of effects as reflected in figure: 2 below (GOK/UNICEF, 2004). This resulted in seven programmes and twenty six projects.

The current programme structure guided the researcher in selecting the respondents even though the literature review and financial data were based on the 1999 to 2003 programme cycle in order to cover a full programme cycle. References were however made to the previous cycle of 1994 to 1998 and the current cycle of 2004 to 2008.

Figure 2: 2004 - 2008 Programme Structure

UNICEF Kenya Country Programme Structure
2.2.3 Integration of Emergency Programme with Regular Programmes

The other milestone in the objectives for cooperative strategies was reflected in the merging of emergency programmes with regular programmes. The 1994 to 1998 programme cycle had included two emergency programmes; that is, the Refugee Water and Drought/Flood Emergency programmes. During the planning for the 1999 to 2003 programme cycle, it was decided to integrate these programmes with the regular programmes with the justification that emergencies are just a rapid delivery of the regular projects (GOK/UNICEF, 1999). These emergency interventions were to be handled within each sectoral programme as an acceleration of the Country Programme of Co-operation.

Appleby (1994) states that coordination is the process whereby the effort of a group is synchronized so that the desired goal is achieved. It is best achieved in the environment with systems that support decision-making and link various activities of the organization into one whole part. UNICEF’s internal cooperation would include coordination among the projects that fall under one programme, the coordination across the different programmes and the coordination between programme section and operation sections. Coordination with other UNICEF offices could also be considered as internal within UNICEF as an organization. Cooperation, collaboration and coordination were used as synonyms in this study.

2.3 External Cooperative Strategies That Enhance Efficient Mobilization and Utilization of Financial Resources

Child and Faulkner (1998) describe cooperative strategy as the attempt by organizations to realize their objectives through cooperation with other organizations, rather than in competition with them. They make a distinction between competitive and cooperative strategy and state that the latter focuses on the benefits that can be gained through cooperation and how to manage the cooperation so as to realize them while competitive strategy is concerned with how a firm can gain advantage over its competitors. In the current situation where the world has become a global village (Barnevik and Kanter, 1994), strategic cooperation with one or more other firms can be counterpart to the pursuit of competitive advantage in the ways identifies by traditional thinkers of
competitive strategy. Strategic alliance is as useful to non-profit organizations just as it is to for-profit firms.

2.3.1 Benefits of Strategic Alliances

Trott (1998) has defined a strategic alliance as a contractual agreement among organizations to combine their efforts and resources to meet a common goal. Many firms have come to realize that no company is an island. The strategic companies choose the proactive path as opposed to a reactive path. Jack Welch, CEO of General Electric, gave a speech at the world-renowned Harvard Business School on 28 October 1987 and said, “Alliances are a big part of this game [of global competition].... They are critical to win on a global basis...The least attractive way to try to win on a global basis is to think you can take on the world all by yourself” (Yoshino and Rangan, 1995, p. 3). According to Kautz (2003), strategic alliance seems to be a strange goal for entrepreneurs since they are considered by many to be individualists, not amenable to any type of group endeavours. This is because there used to be outright competition and suspicion between businesses. The humanitarian organizations also belong to a competitive environment in terms of access to donor funds, especially now that the financial resources are diminishing while the players are increasing (UN, 2003).

Alliances are often confused with mergers, acquisitions or outsourcing. While there are similarities in the circumstances in which a business might consider one of these solutions, they are far from the same. Mergers and acquisitions are permanent, structural changes in how the company exists. Outsourcing is simply a way of purchasing a functional service for the company. Yoshino and Rangan (1995) sees an alliance as simply a business-to-business collaboration, which might also be referred to as establishing a business network. The risk of the junior players being swallowed by the more powerful players whose interest and core values dominate the inter-agency collaboration is a genuine concern but one that has also been faced with suggested solution by authors of strategic alliances.

The UNICEF Country Programmes are usually referred to as programmes of cooperation because they are carried out jointly with the Governments of the specific countries (GOK/UNICEF, 1993). UNICEF also needs to cooperate with other United Nations
Agencies and NGOs in order to control the number of duplicated projects. The situation analysis (GOK/UNICEF, 1998) provide UNICEF offices with a series of perspectives on the major factors affecting children and women in a country and are used to identify gaps, seek new directions for development aid, for review purposes and to articulate priorities in line with its funding levels. These are eventually translated to annual project plans of actions (PPAs), which are implemented in partnership with the government, other United Nations organizations and non-governmental organizations. The private sector in Kenya is also involved in delivery of social services through their corporate social responsibility plans. Other charity organizations include religious organizations and community based organizations. The communities who benefit from these services could also contribute in cash or in-kind.

2.3.2 Collaboration with the Government of Kenya (GOK)

2.3.2.1 Basic Cooperation Agreement with the Government (BCA)

The basic cooperation agreement (BCA) between the United Nation’s Children’s Fund and the Government of Kenya (GOK/UNICEF, 1970), reflects the general terms and conditions under which UNICEF cooperates with the Government in its programmes in Kenya. It details the government’s contribution to the programmes of cooperation as well as its commitments towards the safety and protection of UNICEF’s staff and property. UNICEF is to enjoy diplomatic rights, immunities and exemptions from all taxes and financial controls. The BCA, which provides the basis of cooperation between the Government of Kenya and UNICEF, was first concluded on 24th June 1970. GOK/UNICEF (1993) indicates that the agreement was modified and superseded by a new agreement, which was signed on 29 January 1993. The BCA provides the framework governing the partnership.

The basic cooperation agreement (GOK/UNICEF, 1993) also states that the Government of Kenya (GOK), “in support of its obligations and commitment under the Convention on the Rights of the Child (CRC) and CEDAW, would earmark a total indicative budget of the equivalent of ten percent, as a counterpart contribution to the UNICEF-assisted programmes for each five year programme cycle (GOK/UNICEF, 1993). Part of the government’s contribution would be allocated to cover costs of infrastructure, personnel,
operations, technical assistance and media time. The breakdown of these costs would be reflected in the budgetary allocations or printed estimates of sectoral ministries. With respect to supplies and offshore procurement, the government would also be responsible for and bear the cost of clearance, receipt, unloading, storage, insurance, transport and distribution after supplies arrive in the country.

2.3.2.2 Situation Analysis with the Government

(UNICEF KCO/Government of Kenya [KCO/GOK] (1998) states that the 1998 situation analysis looked at aspects of society; its legal and socio-economic organization, emerging issues and the impact of these on children and women’s lives. The aim was to provide policy makers, academics, concerned individuals as well as UNICEF Country Office with a series of perspectives on the major factors affecting children and women. Donors and partners in the UN system could also use the situation analysis to identify gaps and to seek new directions for development aid. UNICEF uses it for review purposes and to articulate priorities. UNICEF uses it also as an advocacy tool for global resource mobilization. The joint efforts manifested during the situation

UNICEF KCO (1999) covers the beginning of the 1999 to 2003 five-year Country Programme with the Government of Kenya. Emphasis was on putting in place baseline data with which to measure the impact of programming within this five-year country programme. This report, which was the product of the situation analysis and an annual review, described the GOK/UNICEF programme responses, achievements realized and constraints faced. Lessons learnt and recommendations on strengthening the programme in year 2000 are featured. It also features the resource mobilization efforts through donor visits and the Greeting Cards Operations. However, no emphasis is placed on coordinating activities internally at UNICEF and external with the other partners.

Poverty is a major responsibility of the government and therefore UNICEF should join hands with the government to ensure sustainability of the projects. GOK/UNICEF (1998) includes a forwarding message by Honourable Professeur George Saitoti, the then Minister for Planning and National Development in which he appeals to all stakeholders in the GOK-UNICEF Programme of Cooperation, including the private sector, to work in a coordinated fashion, mobilizing resources so that the survival and
development priorities identified in the Situation Analysis can be adequately funded and addressed. The need has been identified but not put into action yet.

UNICEF KCO (1999) covers the beginning of the 1999 to 2003 five-year Country Programme with the Government of Kenya. Emphasis was on putting in place baseline data with which to measure the impact of programming within this five-year country programme. This report, which was the product of the situation analysis and an annual review, described the GOK/UNICEF programme responses, achievements realized and constraints faced. Lessons learnt and recommendations on strengthening the programme in year 2000 are featured. It also features the resource mobilization efforts through donor visits and the Greeting Cards Operations. However, no emphasis is placed on coordinating activities internally at UNICEF and external with the other partners.

2.3.2.3 Master Plan of Operation with the Government (MPO)

GOK/UNICEF (1999) defines the Master Plan of Operations (MPO) as the document that sets out the expected multi-year results of the cooperation, strategies, the programme and project structure, the distribution of required resources and the commitments from the main partners. It constitutes the formal agreement between UNICEF and Government for each programme cycle.

Based on the CRC, CEDAW and the National Plan of Action, the overall goal of the GOK/UNICEF programme of cooperation was set out in the Master Plan of Operations (MPO) as, “the progressive fulfillment of rights for children and women, as aspired to in the CRC and CEDAW, through advocacy for, the promotion of and provision of sustained improvements in human development outcomes, with particular emphasis on universal access to and effective use by families of quality basic services, which enable children and women to live better lives” (GOK/UNICEF, 1999, page 3). The objectives of the programme of cooperation were structured around the reduction of problems and shortfalls identified in the 1998 situation analysis (GOK/UNICEF, 1998), with priority given based on the severity of the problems. According to the MPO, the nationwide focus of the programme of cooperation was to assist the Government of Kenya to reduce disparity through activities which support policy formulation, access to basic services, capacity building, empowerment, cooperative mechanisms and advocacy. According to
the mid-term review (GOK/UNICEF, 2001), the support would be linked to specific geographic focus to support community-based service delivery in health, water, hygiene and sanitation, education, child protection and HIV/AIDS, as well as capacity building through training at the district and community levels. Assistance would be directed at disadvantaged communities within 19 districts. Criteria used in the identification of disadvantaged areas were the highest Infant Mortality Rates, Child Mortality Rates, Maternal Mortality Rates and levels of incidences of child labour.

The MPO would be very effective in designing a programme structure that enhances internal and external cooperation. The Master Plan of Operations (1999) indicates that GOK/UNICEF Programme of Co-operations for 1999 to 2003 will require US$ 31,785,000. This will cover projects in the areas of water, sanitation, health, nutrition, education, communication, advocacy, Children in especially difficult circumstances, monitoring and evaluation. It also details the commitments of the Government of Kenya, which is quoted as ten percent of the total amount for the five-year programme cycle.

2.3.2.4 Mid-Term Review with GOK (MTR)

UNICEF KCO (2001) points out the fact that year 2001 was the Mid-Term Review (MTR) year since it was the mid-point of the five-year Master Plan of Operations that covered the 1999 to 2003 programme cycle. The MTR was co-convened and organized by Kenyan Government and UNICEF and involved the participation of all organizations with roles in the country programme of cooperation, for example, NGOs. Programme objectives were revised making them more specific, measurable, achievable, realistic and time-bound. It was confirmed that the needs of Kenyan children and women are far beyond the planned activities and that emergencies have further reduced the impact of UNICEF’s funds. The objectives were revised making them SMARTer than objectives in the Master Plan of Operation (MPO). Some of the counterparts from the government ministries expressed concerns that even though they were holding a joint review of the programme activities, they had hardly worked together during the period under review (GOK/UNICEF, 2001).
GOK/UNICEF (1998) highlights UNICEF's policy of initiating a "right-based approach" to programme planning. This concept stems from the focal position of the convention of the rights of the child (CRC) as the basic premise for all programming, with fulfillment of needs now viewed as every child's birthright. This human rights perspective, and the insistence on the universality and indivisibility of such rights, leads UNICEF to address the underlying and structural causes that impede access for all children and women, particularly for those hardest to reach. The Economic Survey (GOK, 2001) indicates that more than 46% (currently 56% nationally) of the rural population in Kenya lives below the poverty line and that increasing numbers of urban slum dwellers live in conditions that are not conducive to their health and well-being.

This research endeavored to evaluate the level of the Government of Kenya's coordination with UNICEF and its contribution to the UNICEF-GOK programme of cooperation. The study identified the additional areas of possible inputs by the government in order to increase the level of achievement from financial resources that is available to the GOK/UNICEF programme of cooperation. The study evaluated the levels of integration of the programmes' implementation activities are at national, district and community levels and suggest ways of improving this.

2.3.3 Contributions From the Communities

A critical element in community-based programming is to aim for decentralization and empowerment through community participation (GOK/UNICEF, 2001). With the rights-based approach, communities are regarded as duty bearers. The empowerment of women at community level has been viewed as very important (GOK/UNICEF, 1998). Schools should be child and girl-friendly to facilitate positive educational outcome. Communities should access information and participate in school activities. Villages and households must also be child and girl-friendly and should become even better learning environments.

The mid-term review that covers the first half of the five-year programme cycle identified very few areas in which the contributions of the communities that benefit from the UNICEF-assisted programmes were noticeable. The home-based care of HIV/AIDS patients was the most visible contribution (UNICEF, 2001). The MTR shows that the
GOK/UNICEF programme, which has been implementing community-based activities since the early 1990s, is fragmented, lacking in geographic convergence and not harmonized with local government structures at that level (GOK/UNICEF, 2001).

This research reviewed the other areas and ways that various communities have participated as well as additional possible areas of can contribution, especially in kind, to the activities that are implemented in their area. Their participation at the planning and review levels was also evaluated.

2.3.4 Coordination With Other United Nations Agencies

An evaluation that was carried out by a consultant, Jim Freedman, for UNICEF New York, in 2001, concluded that UN agencies were not designed to work in close collaboration with one another. This report points out that the approach of coordinating the consolidated appeals for emergency funds was intended to promote overall coordination but this failed miserably. Events in Somalia, Angola, Haiti, Bosnia, Rwanda and the Sudan all presented the UN agencies with the need to perform services previously executed by a public sector that was now in decline or non existent. This obliged the UN agencies to provide an integrated set of services, as government ministries would normally do. However, since UN agencies are not accustomed to giving up their own sovereign assistance area to merge into a single mechanism, the coordination posed a greater challenge than the problem at hand. This report states that a general view emerged that competition and mistrust had substantially compromised the efficiency of operations in Rwanda. Would the UN consider abolishing UN agency logos and going in with a single UN flag, at least in countries that are affected by complex emergencies? This research could sensitize UNICEF Kenya country staff in the hope that they can act as a pilot office in reflecting the benefits of high levels of coordination.

GOK/UNICEF (2001), which covered the mid-term programme review, that takes place in the middle of the five-year programme cycle, noted that the absence of a stakeholders’ forum with the objective of encouraging collaboration between stakeholders implementing various women and children activities was identified as a major problem. Through such arrangements, agencies can take advantage of one another by borrowing
on each other's strengths. Similar to Kenya's set-up of District Development Committees (DDCs), United Nations created a UN Development Group (UNDG). The membership of this group should be expanded to include all agencies with field-level projects and operational activities.

2.3.4.1. UN Common Country Assessment/Development Assistance Framework

The Common Country Assessment (CCA) is an initiative that brings together all UN agencies in Kenya on a common response to development challenges. This effort is built around a common planning framework, the UN Development Assistance Framework (UNDAF), designed to ensure that the development operations of the UN system in Kenya share a common objective and common strategies of co-operation. The 2000 CCA successfully brought together all stakeholders to identify critical cross-cutting issues so as to focus attention and resources on those areas with holistic solutions. Among these critical targets were such GOK/UNICEF areas of attention as the education of the girl child and health interventions. UNICEF is actively involved in various CCA/UNDAF forums.

The United Nations Common Country Assessment for Kenya [CCA], 2001) assessed the development status of the country. The assessment was headed by UNDP and was a joint exercise by the various United Nations agencies operating in Kenya, including UNICEF KCO. The objective of the assessment was to identify gaps and priorities that deserve new or continued focus by the United Nations system under United Nations Development Assistance Framework, which was set for mid-term review in mid 2001. In carrying out the analysis, the assessment was guided by national commitments as well as the endorsement of the development goals of the various global conferences and conventions to which Kenya is signatory.

The five key issues identified, in the CCA that merit special consideration include: maternal and child health, disease patterns, access to basic education, the high rate of HIV/AIDS, the increasing frequency and severity of disasters and degradation of natural resources. If UN improves in its coordination and collaboration with NGOs, it could reduce duplication of projects or concentration in same areas. This would mean that the UN would go into each community as a coordinated body and share out the
implementation of the various needs of the communities instead of concentrating in one sector while the individual is a whole person with various needs.

2.3.4.2. Simplification and Harmonization

UN New York (2003) covers the UN Secretary General's instructions to the UN organizations to implement a programme of work leading to full simplification and harmonization of programme planning and implementation modalities at country levels by the year 2004. The core rationale for simplification and harmonization is to raise the development effectiveness of the UN system at country level by maximizing complementarities and avoiding wasteful duplication.

To implement the Programme of Reform of the Secretary General, the UN Development Group office, acting as a coordinating secretariat, has worked with a simplification and harmonization task force drawn from the four agencies, namely, UNDP, UNFPA, UNICEF and WFP, to address programme preparation, approval, implementation and monitoring and reporting procedures. The five roll out countries, Benin, Bolivia, Ecuador, Kenya, Niger and Pakistan had completed their CCAs and drafted their UNDAFs and were ready to apply revised simplification and harmonization tools leading to harmonized programme implementation in January 2004. This research will endeavour to evaluate the progress in the operationalization of these reform efforts. If UN works close together, they would be able to simplify procedures and processes, reduce transaction costs and increase coherence and efficiency.

2.3.4.3. Sector Wide Approaches (SWAPs)

Within the Health Sector, mechanisms are being put in place to get donors, NGOs, partners and GOK aligned so as to move towards a Sector Wide Approach. Kenya is moving towards a more integrated approach, with the central level in control and with different partners supporting district health plans in different geographic areas. The district health plans are incorporating an essential health package, defined at the national level (GOK/UNICEF, 2001).
SWAP presents an opportunity to decentralize and empower districts towards effective health sector activities. However since districts are still receiving different levels of support, the present implementation has not reached a nationwide SWAP. The SWAP also aims to empower the district medical officer of health (MOH) to develop a comprehensive health strategic plan, together with his district team, which will be a guiding document for donors who wish to support the health care system. The 2001 implementation of the Global Alliance for Vaccine Initiative (GAVI) indicated that district health systems can be galvanized to result-based actions (UNICEF KCO (2001)).

2.3.4.4. Poverty Reduction Strategy

Over the last two years, GOK has initiated a Poverty Reduction Strategy Paper (PRSP) covering the period 2001-2004. The PRSP outlines priorities and measures aimed at reducing poverty and increasing economic growth. A three-year rolling Medium Term Expenditure Framework (MTEF) budget framework will programme identified priorities, policies and intervention measures. Opportunities exist to influence both the UNDAF process and the development of PRSP in order to produce more comprehensive development plans and elaborate systems for monitoring and evaluation. UNICEF’s involvement in these areas could help encourage both the UN family, and the Government, to recognize the centrality of children’s and women’s rights to the achievement of overall development objectives.

The GOK/UNICEF programme of co-operation is closely linked to the poverty reduction strategy because it identifies intervention measures aimed at reducing poverty and hence improve the situation of children in the areas of education, health, agriculture and food security, employment, labour productivity, and housing and shelter. Issues related to children are articulated under specific programmes and projects in various sectors and sub-sectors aimed at improving the condition of children are proposed. The reduction in poverty levels will reduce the number of people who rely on humanitarian assistance as well as underlying causes of the problems that are handled by UNICEF. The poverty reduction strategy also brings together all the stakeholders who UNICEF needs to collaborate with.
2.4 The Challenges Encountered in Implementing Cooperative Strategies to Efficiently Mobilize and Utilize Financial Resources

Various authors have written positive analysis on coordination and resources. Kaplan and Norton (2000) state that the overarching goal of organizational structure is synergy. Bennett (1999) describes coordination as the unification of effort; that is, ensuring that everyone within the enterprise is working towards a common goal and emphasizes that effective coordination requires efficient control. Bryson (1995) concurs by stating that greater control of resources often means more resources. The study evaluated the challenges of using cooperative strategies to enhance mobilization and utilization of financial resources. The humanitarian organizations usually use their successes for advertisement purposes and would therefore run the risk of being overshadowed as a result of cooperation with other agencies.

2.4.1 Management of Financial Resources of Not-For Profit organizations

Hankin, Seidner and Zietlow (1998) define nonprofit organizations as those that are allowed to make profits but that are prohibited from distributing their profits or earnings to those in control of the organizations. They are usually exempt from payment of taxes to the government. Many people mistakenly believe that nonprofit organizations are not allowed to make profits. Nonprofit organizations are allowed to make as much profit as they can but these must be reinvested and not distributed to the owners of the organizations. The object of for-profit organizations is maximization of wealth for the owners while the objective of nonprofit organization is excellent levels of quality service.

2.4.1.1 UN Co-Operative’s Risk-Free Investments and Returns

UNICEF KCO annual reports reflect levels of unutilized funds for all programmes (UNICEF KCO (2001)). This research endeavoured to identify at least one risk-free investment that the office could have adopted to improve its levels of funding with the addition of interest earnings. The table below shows returns that the UN Staff Savings and Credit Society earned during the year 2001 with very little effort by simply placing idle cash in government treasury bills and bonds. They only ensured that their cash flow forecasts were very reliable because it is very important to have sufficient cash to cover the financial requests of their members as well as other operating costs.
Table 1: UN Co-Operative’s Earnings from Interests

<table>
<thead>
<tr>
<th></th>
<th>2001 Kshs</th>
<th>Percentage of Turnover</th>
<th>2000 Kshs</th>
<th>Percentage of Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>62,587,722</td>
<td>N/A</td>
<td>49,111,597</td>
<td>N/A</td>
</tr>
<tr>
<td>Interest from Treasury Bills</td>
<td>6,544,724</td>
<td>10.46</td>
<td>4,603,995</td>
<td>9.37</td>
</tr>
<tr>
<td>Interest from Bank</td>
<td>1,590,817</td>
<td>2.54</td>
<td>2,555,135</td>
<td>5.20</td>
</tr>
</tbody>
</table>

Source: 2001 Annual General Meeting Accounting Report (UN SACCO, 2001)

Nonprofit organizations are assessed on the basis of the quality of the services that they provide. However, effective and efficient utilization of resources coupled with high quality service is their best source of advertisement and would contribute positively to their fundraising efforts. Bryson (1995) describes how leaders and managers of public and nonprofit organizations should respond to the increasingly uncertain and interconnected environments in which their organizations operate. It also covers how these leaders should respond to dwindling or unpredictable resources, new public expectations or formal mandates; demographic changes, de-regulation or re-regulation; upheavals in international, national, state and local economics and new roles for public, nonprofit and business organization. This book on strategic planning for public and nonprofit organization details how the organization can formulate desirable strategies and implement them effectively.

Hankin et al (1998) states that the environmental and organizational changes are aggravated by the increased interconnectedness of the world. Changes anywhere result in changes elsewhere. Cooperative strategies would enable nonprofit organizations to build on organizational strengths and take advantage of opportunities while minimizing organizational weaknesses and overcoming threats to their existence. This is based on the premise that leaders and managers of public and nonprofit organizations must be effective strategists if their organizations are to fulfill their missions, meet their mandates and satisfy the needs of the communities on whose behalf they receive funding.
According to Hankin et al. (1998), most of the subjects and issues that confront those responsible for financial management and related functions are not determined by the size of the organizations but rather by the mix of assets and strategies employed to accomplish the organization’s mission. They explain the managerial decision-making perspective for those in leadership with an oversight responsibility for financial functions and who may or may not be experienced financial managers. They also confirm the opinion of Bennett (1999) that when resources are managed well, the strategies will make a real difference in the organization’s ability to achieve its mission. This is in line with the statement by Bryson (1994) that, greater control of resources often means more resources. Operational expertise and strategic planning are becoming inevitable tools for even nonprofit organizations like UNICEF. Funding agencies, present and future donors, donors’ advisors and external philanthropic watchdog agencies increasingly scrutinize management of nonprofit organizations.

2.4.2 Private Sector’s Contribution to the UNICEF-Assisted Programmes

UNICEF’s partnerships beyond the government include the private sector, notably via the Watoto Kwanza Private Sector Trust, that in the course of year 2000 raised USS 200,000 to care for street children. This partnership joined up with Ufadhili, a non-profit organization that encourages and harnesses resources from the business community. UNICEF forged other partnerships with service clubs like the Rotary and Lions as well as professional associations such as the Pharmaceutical and Paediatric Associations. The Rotary club worked with UNICEF and the Medical Officers of Health (MOH) to develop strategies to complete the funding shortfalls experienced in Kenya for immunization programmes UNICEF KCO, 2000).

According to UNICEF KCO (2001), the office is experiencing a burgeoning relationship with the private sector, which is led by Kenya’s famous businessman Chief Executive Officer of the year, Manu Chandaria. An example was Nairobi’s premier shopping center organizing a high profile “Say yes for Children Campaign” with one percent of profits in the November to December period given to a trust fund set up for children. The other activity was the fundraising show by Nana Mouskouri, the UNICEF’s goodwill ambassador, at Safari Park Nairobi, which was attended by the former president, Daniel Arap Moi, among other dignitaries. 2001 saw substantive amounts of
resources being channeled towards children by the private sector. A key element of the engagement with the corporates were visits by their CEOs and MDs to project sites supported by UNICEF KCO so as to demonstrate the impact of their resources on the communities. This study reviewed how much KCO has maximized the opportunities of raising funds locally and other possible methodologies of partnerships with the private sector and multinationals.

2.4.3 Flexibility of Different Sources of UNICEF Funds

UNICEF (1996) explains that UNICEF’s headquarters in New York and all other UNICEF offices derive their income entirely from voluntary contributions. These come from two main sources: governments and non-governmental/private sector groups and individuals. According to UNICEF (2001), UNICEF’s Executive Director, Ms Carol Bellamy promised that UNICEF would continue its unwavering support for children and continue to build partnerships dedicated to mobilizing the resources necessary to realize children’s rights and meet their basic needs. She lamented that UNICEF is significantly under-funded despite the fact that only 8% of total contributions are spent on management and administration of the organization (p.36) while at least 92% reached the intended beneficiaries. In addition to regular resources funds, which are raised by UNICEF headquarters, each country office is expected to carry out its own fundraising activities to cover its supplementary budgets. UNICEF KCO needs to utilize its cooperative strategies to mobilize resources since its country programme has not been fully funded in any year for the last five years as shown in figure 3 below. The bar chart also shows that even the planned budget, which is usually based on the ability to raise supplementary funds, is shrinking.

The bar graph below shows that the programme budget levels in UNICEF Kenya Country Office in the previous programme cycle that ended in 1998 was higher than that of the programme cycle that began in 1999. UNICEF KCO’s planned level of activities for the programme cycle of 1994 to 1998 was US$ 10,500,000 per year but it was only US$ 7,500,000 per year for the 1999 to 2003. The Programme cycles are usually of durations of five years each.
Figure 3: Comparisons of Planned and Funded Budgets by Year


2.4.3.1 Comparisons of Planned and Funded Budgets by Programmes

The graph below shows the actual funding levels compared with the planned budget of each programme for the year 2001, which was the mid-term review year. It is evident from the graph that no programme was fully funded. The programme officers confirmed, during the interviews, that UNICEF rarely receives funds to cover all the planned activities for any programme in any given year. This means that each programme needs to collaborate with other programmes in order to gain from synergy.

UNICEF (2002) indicates that UNICEF's global resources have increased but are still insufficient to cover the identified needs. In 2002, total regular resources contributions to UNICEF were US$ 701 Million. It shows that the United States is the largest government donor. Contributions for supplementary funds (Other Resources (OR)) totaled US$ 745 Million (51% of total contributions). These are funds restricted in their use to specific programmes like HIV/AIDS, girls' education and immunization since they are donated on the basis of specific project proposals. UNICEF needs to sensitize donors of interconnectedness of social problems. For example, demonstrating the
linkage between poverty and HIV/AIDS prevalence could reduce the restrictions which stinge coordination across projects.

![Diagram showing amount of planned versus funded budgets by programmes](image)

**Figure 4: Comparisons of Planned and Funded Budgets by Programmes**


UNICEF (1991) states that Regular resources are the foundation of UNICEF’s work or bedrock. The document explains the importance of these unrestricted funds that are used for the organization’s participation in Country Programme of Cooperation and administration of the organization. Regular resources make it possible for UNICEF to maintain a strong global presence and ensure long-term planning. They underlie UNICEF’s sizeable strengths in staff and expertise due to job security. While giving UNICEF staying power and continuity, regular resources also help the organization to respond quickly to meet new challenges in a rapidly changing world. UNICEF KCO should use the regular resources for cross-cutting activities since their variety of utilization is not restricted by donor conditions.

The other source of funds is supplementary resources, with which UNICEF is only able to act when a need has been clearly identified and a donor is ready to fund it, often after
the problem has become serious. Supplementary funds often bear stringent donor conditions and their utilization is very inflexible in terms of activities and geographical coverage. Regular resources enable UNICEF to identify the challenges facing children and be proactive in addressing them. Regular resources have eliminated the need to open and close offices, as would have been the case if the administration costs relied only on availability of supplementary funding. Regular resources are what make UNICEF far more than any "charitable" organization and make possible a human-rights approach that puts children at the centre of all actions and concerns, without exception or compromise. UNICEF has therefore been able to monitor and report globally in an authoritative way on the situation of children. Regular resources are a benchmark of commitment to children's rights. Regular resources would be the best sources of funds for inter-sectoral activities of the different programmes.

2.4.4 Under-Utilization of Funds by Programme Sections

PFO (2001) observes that basic contribution management tasks have not yet reached acceptable levels in the culture of UNICEF. PFO (2001) laments that they spend considerable time on contribution management that could be used for mobilizing resources and supporting country office initiatives. PFO (2001) concludes that, "there are successful efforts in meeting UNICEF's obligations to donors but there are still sufficient problems that UNICEF suffers from. Despite the challenges UNICEF's reputation in general is still remarkably high." However, the donors also need to be educated to appreciate that conditionalities work against flexibilities and cooperation. The possibility of reprogramming regular resources funds to shift portions from programmes which are well-funded to other programmes which have failed to raise adequate supplementary funds was investigated.

2.4.4.1 Division of Funded Budget by Programmes

The slices of the pie chart below indicate that the health programme is allocated almost one quarter of the total funds of the UNICEF Kenya country programmes. Cross-sectoral costs which refers to programme support or operating costs takes only one tenth of the total annual budget. The other programmes take an equal share of about 17%. Even though this pie chart relates to the funding levels for the year 2001, it is
representative of the percentage of amounts allocated to each programme in the last five years. It is also indicative of the programmes that many donors are willing to contribute to. The respondents explained that donors do not usually fund evaluations, social mobilization or communication as independent activities but as sub-activities of the main sectoral programmes like health, water or education.

**Division of Funds by Programmes**

![Division of Funds by Programmes](image)

**Figure 5: Division of Funds by Programmes**


The salaries of technical staff who are directly linked to programme do not fall under programme support budget but are considered as direct inputs into the relevant programmes. For example, the salary of the Primary Health Care Officer is charged to that Project while that of the programme coordinator is charged to programme support. The common administrative costs like purchasing of vehicles and rent for offices are charged to the programme support which is made up of 10 percent of funds from all the other programmes.

**2.4.4.2 Budget Commitment and Expenditure Levels**

Programme Funding Office (2001) explains that contribution management is high on senior management's agenda since it impacts on Regular Resources (RR) and Other Resources (OR) possibilities. This document explains how UNICEF returned
significant amounts to donors due to expiry of funding timeframe while unspent balances existed. Donors talk to each other and failures to utilize funds within the time period agreed and provide reports that are accurate and on time can be very damaging. The executive board has also reiterated the need for better and timely reporting, including more information of impact on programmes.

The graph below indicates the level of utilization of the programme budget. It shows that UNICEF does not commit and spend its budget on time. Requisitions refer to commitments or charge codes for example purchase orders with suppliers, contracts with individuals or institutions for services and rents as well as obligations for cash payments expenditures like salaries and utilities. None of the programmes had fully utilized its funds by the end of the year. The well-funded programmes are however unable to transfer the unspent balances of their supplementary funds to other programmes due to donor conditions.

**Figure 6: Comparisons of Funding and Utilization Levels by Programmes**

*Source: Generated from Electronic data from PROMS System*
The internal UNICEF rules that limits the percentage of inter-programme transfer of funds also block programmes from sharing their unspent regular resources with the poorly funded programmes. Quite a significant amount is rolled over or rephased to the following year and spent during the first three months of the year if the donors approve the request for extensions. The New York-based Programme Funding Office’s report (PFO 2001) however indicates that not all the requests are approved in which case the unspent amounts are returned to the donor.

Most of UNICEF supplies are bought in Copenhagen where UNICEF has a central warehouse. This takes a while because of offshore procurement and shipment. The other causes of delays in utilizing UNICEF’s funds, is its rule that the government and NGOs are not supposed to be given additional funds if the unaccounted for cash assistance is more than six months old. The government of Kenya takes so long to account for the funds because of the lengthy process in the government system since the funds must all go through treasury. The programme and project officers expressed their frustrations since by the time the districts, which sometimes have liquidity problems, access the funds the six months are often almost lapsed even before implementation begins. Also, since UNICEF’s rules do not allow it to implement programmes directly, UNICEF always relies on the effectiveness of third parties.

2.4.5 Fundraising through Greeting Cards Sales at UNICEF Kenya

Greeting Cards Operations (1996) states that the Greeting Card Operation (GCO), which is part of New York headquarters, commissions, produces and markets the well-known UNICEF cards, calendars, stationery and other products to raise funds for programmes, as well as create awareness of UNICEF. In cooperation with national committees and country offices, GCO also carries out a variety of fund-raising initiatives through direct-mail campaigns and corporate partnerships and organizes UNICEF exhibits and special events. UNICEF KCO also runs a GCO shop and this research assessed its current level of sales and the various ways in which it can increase the volume of its sales through the support of the various programme sections who in return would gain an effective fund-raising and publicity tool for their activities.
UNICEF Greeting Cards Operations (GCO) are undertaken in selected countries where there is a potential to sell UNICEF cards and products with the aim of raising funds to support UNICEF-assisted programmes for children while acting also as an advocacy tool. Part of the public’s support to UNICEF is through the purchase of greeting cards and other articles sold through UNICEF’s gift shop. The Greeting Cards Operation in Kenya began in the late 1970s. At that time, volunteers, mainly spouses of international staff members, managed the GCO. As these volunteers worked on a part-time basis, this meant that the GCO did not operate to its maximum capacity and did not generate a high income.

In 1998 a decision was taken by the UNICEF Executive Board in New York that UNICEF Country Offices with gross proceeds from cards and other product sales of US$500,000 (about KShs.39,000,000) per annum or with the potential to achieve these levels, could use the profits generated from GCO sales for programmes within that country. It therefore became necessary for each country office with a Greeting Cards Operation to do everything allowable in order to maximize profits from the sale of greeting cards, stationery and gift articles. UNICEF Kenya Country Office decided to employ a full-time sales assistant and Private Sector Fundraising officer to manage the day to day operations of the GCO. The sales from GCO greeting cards, stationery and gift articles increased.

**Table 2: 1997 – 2001 Greeting Cards Sales Analysis**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Sales</td>
<td>5,480,063</td>
<td>3,257,131</td>
<td>3,104,856</td>
<td>4,043,255</td>
<td>3,059,645</td>
</tr>
<tr>
<td>Discounts Offered</td>
<td>920,668</td>
<td>78,508</td>
<td>114,685</td>
<td>262,617</td>
<td>282,710</td>
</tr>
<tr>
<td>Promotion</td>
<td>35,267</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Sales</td>
<td>4,524,128</td>
<td>3,178,623</td>
<td>2,990,171</td>
<td>3,780,638</td>
<td>3,804,401</td>
</tr>
<tr>
<td>Debtors</td>
<td>1,904,999</td>
<td>474,813</td>
<td>438,145</td>
<td>895,510</td>
<td>313,548</td>
</tr>
<tr>
<td><strong>AMOUNT BANKED</strong></td>
<td>2,617,030</td>
<td>2,703,810</td>
<td>2,732,825</td>
<td>Not Clear</td>
<td>Not Clear</td>
</tr>
<tr>
<td>Variances (see explanations below)</td>
<td>-2,100.00</td>
<td>0.00</td>
<td>180,798.50</td>
<td>Not Clear</td>
<td>Not Clear</td>
</tr>
</tbody>
</table>

*Source: Greeting Cards Operations Database (UNICEF3F, 2001).*
The table above shows high levels of debtors’ account, some of which are five years old. The amount banked is an average of 75 percent of total sales. The Representative asked for an audit, which concluded that, the variances in the accounts and unclear figures were so high that the accounts could not be considered reliable. The Administrative Assistant was replaced with a Sales Assistant with marketing qualification.

Some of the notes to the accounts, which are relevant to the table above are listed below:

- Amount banked for year 2001 should read 2,619,130 but receipt number 2177 dated 5th February 2001 for Ksh 2,100 cannot be accounted for.

- In 1999 the following consignees returned their purchases after the report had been submitted:
  - Bahari 13,655
  - Karamate 9,200
  - UN Gift Shop 14,230
  **37,085**

- At the same time, the variance reflected above of Ksh 180,798.50 in 1999 could not be accounted for either.

- The figures for the sales for the period before year 2000 are so unclear that it is not easy to give a true and fair analysis of the past records.

**2.4.5.1 Problems with the Greeting Cards Operation**

Although the sales levels have steadily increased since 1998, the potential of having higher sales exists. During the interview with the Sales Assistant and the Private Sector Fundraising Officer they shared their findings during meetings with representatives of outlets selling GCO products. The following were highlighted as the key problems being experienced with the GCO and its products:

i). The cards and gift items are highly priced, especially when compared with similar items on the market. Thus, the cards and gift items are not very popular with the public at large because of the prohibitive prices.

ii). The designs of the cards are not for the Kenyan market and this contributes to their unpopularity.
iii). The cards and gift items are sold on a consignment basis – that is, an outlet is given the number of cards it has placed orders for and will only pay for cards actually sold and those not sold will be returned to UNICEF. There are two problems related to this kind of sale:

a) There are no proper contracts between UNICEF and the consignees.

b) The consignees do not launch aggressive sales campaigns because they know that they will not incur any losses if they do not sell all the items they have taken. This second one was especially evident when an impromptu tour was made of the outlets. GCO cards and gift items were not displayed in the most prominent places instead they were put in a place where it would take some time for customers to even notice them.

c) Consignees may keep the GCO products without selling them and return them to UNICEF sometimes even after two years while some of these supplies are calendars and diaries, which are useless after each calendar year.

iv). The GCO products are only marketed in Nairobi and Mombasa, thus narrowing its market size.

v). A proper debt collection system is not in place.

vi). Poor storage led to stock damage. Also, some obsolete items like desk and pocket diaries are still in stock but cannot be sold. The damaged and obsolete items are valued at KShs. 1,285,748 according to a recent inventory report.

vii). There is still a large stock of pre-1998 items, which are moving extremely slowly and therefore proving difficult to sell.

The office therefore realized that all staff and sections needed to support GCO and provide ideas as well as tangible support through personal purchases of gift items and cards. One Unit had used posters depicting their interventions in the communities as advocacy tools for greeting cards operations by educating people that they could be part of UNICEF’s work by contributing through the purchases of GCO.
2.5 Chapter Summary

The literature reviewed coordination within UNICEF and the collaboration with external partners like the government, communities, private sector and other humanitarian agencies especially within the United Nations in order to enhance efficient mobilization and utilization of financial resources. The challenges in utilizing these cooperative strategies to mobilize financial resources were also reviewed. The next chapter covered the methodology that was used to obtain, analyze and present the findings. It focused on the research design, population and sample size, the data collection methods, research procedures, data analysis methods and presentation methods.
CHAPTER 3

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This is a case study that aims at evaluating the cooperative strategies of the UNICEF Kenya Country Office programmes. This chapter covers the overall methodology that was used to carry out the study. The chapter includes various subsections that cover the research design, population and sample, data collection methods, research methods, data analysis methods and presentation techniques.

3.2 Research Design

This is a case study of the programmes at UNICEF Kenya country office. Bell (1999, p.10) has described a case study as, "An umbrella term for a family of research methods having in common the decision to focus on inquiry around an instance. The evidence is collected systematically, the relationship between variables is studied and the study is methodically planned. A case study is concerned principally with the interaction of factors and events."

Denscombe (2003) states that the use of case studies has become extremely widespread in social research particularly with small-scale research. It is appropriate for individual researches because it gives an opportunity for one aspect of a problem to be studied in some depth within a limited time scale. Several angles to the challenges in implementing cooperative strategies could was identified at UNICEF KCO and evaluated in line with global competition strategies. Bell (1999) points out that sometimes it is only by taking a practical instance that one can obtain a full picture of the interactions of factors. This method was also chosen since observations and interviews are most frequently used in case studies, which was in line with the chosen data collection instrument.
Through the case study method, the evaluation covered the assessment of UNICEF’s cooperative strategies and how these enhance the efficient utilization of financial resources and the challenges of using these strategies to mobilize financial resources. Non-probability sampling method was used to select the respondents. The purposive method was applied in selecting the staff members by virtue of their positions and years of experience. The interview was based on a structured interview guide. The sources of secondary data were the documents that relate to UNICEF KCO’s coordination of activities, funding levels as well as sources and uses of funds.

3.3 Population and Sampling Design

3.3.1 Population

Cooper and Schindler (2000) define a population as the total collection of elements about which we wish to make some inference. The population at UNICEF Kenya Country programme consists of seven programmes and twenty-six projects. The senior management and the programme and project were the main focus in this study. Their efforts to coordinate and collaborate their activities with those of their colleagues as well as external stakeholders like the communities, the government and other humanitarian organizations, especially the United Nations agencies, was evaluated. Since the research is a case study of UNICEF KCO, the concentration was on strategies by UNICEF KCO staff.

The selection of respondents was from the senior management and programme and project officers, thereby excluding the support staff except the Greeting Cards Sales Assistant. This is because coordination is a managerial function (Appleby, 1994). The programme organization charts for 1999 to 2003 and 2004 to 2008 (Figure 1 and figure 3) reflect the programmes and projects, which formed the population of this study. The projects are usually divided further into sub-projects and activities levels.
Figure 7: 1999 to 2003 Programme Structure


3.3.2 Sampling Design

Bell (1999) defines a sample as a sub-set of the population. The non-probability sampling method was used. The purposive method was used since only senior management staff and programme and project officers were to be interviewed. The support staff were not interviewed because coordination usually takes place at managerial levels. The only exception was the greeting cards Assistant because of the unique nature of the duties. The selection was based on staff members' level of involvement with management of programme activities and years of experience at UNICEF.
3.3.2.1 Sampling Frame

According to Cooper and Schindler (2000), a sampling frame is a list of elements from which the sample is actually drawn and is closely related to the population. The sampling frame was the programme structure as listed in figure: 3 and staff list of UNICEF KCO staff members that is sorted by functional departments. The staff list was obtained from the human resources section while the programme coordinator’s office provided the programme structure. At the time of the study, there were seven programmes, twenty six projects, four operations units and 131 staff at UNICEF KCO.

3.3.2.2 Sampling Techniques

The sample was determined logically by using purposive non-probability method to select the senior management staff and the programme and project officers who were invited for interviews by virtue of their seniority within each programme and operations sections. Denscombe (2003) explains that purposive sampling is applied in situations where the researcher already knows something about the specific people or events and deliberately selects particular ones because they are seen as instances that are likely to produce the most valuable data. The researcher selected the Representative, and the administration officer. At programme level, the researcher selected the programme coordinator, the head of section of each programme and then the project officers from the programmes that have high funding levels in comparison to the other programmes. The project officers with the longest years of experience were preferred in the selected highly-funded programmes.

The programme officers and other senior management staff were preferred to support staff because coordination is a management task. Appleby (1994, p.197) state that, “coordination and leadership are intimately bound, as each affects the other: together they ensure that all efforts are channeled effectively towards the right goal.”

3.3.2.3 Sample Size

The various projects of all the seven programmes at UNICEF KCO were represented in the research. Fifteen staff members were interviewed, including, the Representative, the Programme Coordinator, the heads of the seven programmes, selected project officers,
the administration officer and the greeting cards Assistant. To determine the specific sample size, the researcher considered factors such as accessibility, convenience, cost, availability of the programme staff who travel outside Nairobi very often as well as the very short period assigned to this research project.

Table 3: Population and Sample Size

<table>
<thead>
<tr>
<th>SECTION</th>
<th>NUMBER OF SUB-UNITS</th>
<th>SAMPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representative's Office</td>
<td>N/A</td>
<td>1</td>
</tr>
<tr>
<td>Programme Coordinator</td>
<td>N/A</td>
<td>1</td>
</tr>
<tr>
<td>Operations Section</td>
<td>4 Units</td>
<td>Administration Officer</td>
</tr>
<tr>
<td>Child Protection</td>
<td>6 Projects</td>
<td>Programme Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project Officer</td>
</tr>
<tr>
<td>Education and Youth</td>
<td>3 Projects</td>
<td>Programme Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project Officer</td>
</tr>
<tr>
<td>Health Programme</td>
<td>3 Projects</td>
<td>Programme Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project Officer</td>
</tr>
<tr>
<td>Nutrition</td>
<td>4 Projects</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>Water and Sanitation</td>
<td>3 Projects</td>
<td>Programme Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Communication</td>
<td>3 Projects</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>3 Projects</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>Greetings Cards Operations</td>
<td>N/A</td>
<td>Sales Assistant</td>
</tr>
</tbody>
</table>

11 Sections 26 Projects 15

Table 4: Summary of the Sample Size

<table>
<thead>
<tr>
<th>Section</th>
<th>Population</th>
<th>Percentage</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>3</td>
<td>67%</td>
<td>2</td>
</tr>
<tr>
<td>Programme Officers</td>
<td>7</td>
<td>100%</td>
<td>7</td>
</tr>
<tr>
<td>Project Officers</td>
<td>26</td>
<td>19%</td>
<td>5</td>
</tr>
<tr>
<td>Support Staff</td>
<td>95</td>
<td>1%</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>131</strong></td>
<td><strong>12%</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>
3.4 Data Collection methods

This research was based on mainly primary data. The primary data collection method was by structured, one-to-one interviews. The data collection instrument was an interview guide, which was designed by the researcher and administered through personal interviews. Moser and Kalton (1971) describe an interview as "a conversation between interviewer and respondent with the purpose of eliciting certain information from the respondent" (p. 271). Bell (1999) says that the major advantage of interviews is its adaptability since "a skilful interviewer can follow up ideas, probe responses and investigate motives and feelings, which questionnaires can never do" (p. 135). The facial expressions and tone of voice can provide information that a written response would conceal.

The interview guide had both open-ended and closed-ended questions and was divided into three main parts with each part covering the three research questions. Part A contained questions relating to the internal cooperative strategies that enhance efficient utilization of financial resources. Part B sought to get information on the external cooperative strategies that enhance efficient utilization of financial resources. Part C covered the challenges of applying the internal and external strategies to enhance efficient mobilization and utilization of financial resources. The researcher was able to develop the given responses by seeking clarification.

3.5 Research Procedures

The research plan, research questions, literature review and initial discussions with the UNICEF KCO planning officer formed part of the preliminary work before the interview guide was designed. Possible questions were written on cards and then sorted into the category of general relevant information or specific objectives. Questions that achieved common results were merged into one. The questions that would achieve the required results by means of the possibility to classify and analyze the responses were then selected. The questions were refined to remove ambiguity and to achieve the degree of precision necessary to ensure that the interview is notlengthened by clarification of questions. The interview guide was sorted in terms of the research questions but sub-
divisions were included to enhance clarity. The interview guide was discussed with the research supervisor, refined further and reviewed with him.

The interview guide was pilot-tested with the programme coordinator and planning officer who had already expressed the opinion that this research would be useful and whose functions would be very relevant in the operationalization of cooperative strategies. The necessary adjustments, like dropping the idea of using a tape-recorder, the reduction in the number of open-ended questions and the exclusion of the background information that could be covered by the additional literature reviews, were then made before continuing with the interviews. Requests for appointments to hold the interviews were sought through telephone. The interview guide was attached to the e-mail messages requesting the respondents to prepare for the interview by going through the questions and retrieving any data or reports that could add value to the personal interviews. The requests for appointments in order to schedule the interviews were handled by giving priority to project staff who travel more often and fitting the other staff at other available timings since they spend more time in Nairobi.

Each interview took about thirty minutes to complete. The researcher filled in the multiple-choice questions during the interview but only took brief notes for the narrative parts. The lengthy narrative responses were expanded as soon as the researcher left the interview room when the detailed explanations and discussions were still fresh in her memory. Requests were made to access or borrow any documents and reports with sources of additional information or have access to data or tabulations that might strengthen the responses received when this was discovered during the interview. The respondents were informed that any information that they said was sensitive would be kept general and confidential.

### 3.6 Data Analysis and Presentations

Content analysis techniques were applied to the collected data. Data analysis was both qualitative and quantitative. The qualitative data was categorized according to common themes and presented in frequency distribution tables. Percentages and frequency tables were used to analyze the quantitative data. Microsoft Excel computer package was used as a tool to present graphs and a pie-chart from the quantitative data. Frequency tables
were used to assess the levels of internal and external cooperation. Data from the interviews was tabulated to ease analysis. The analysis endeavoured to establish the level of coordination and additional practical opportunities of internal and external collaborations. Bar charts were used to compare the budgeted versus funded figures and their utilization levels by programme as well as the multiple-choice questions.

The raw data was organized, grouped and presented by way of tables reflecting frequencies, pie charts reflecting percentages and bar graphs. Microsoft Excel graphic presentations in terms of pie-charts and bar graphs provided easy-to-interpret visual analysis while the descriptions were useful for providing details. The Microsoft excel bar charts were used to present the planned versus funding levels while the frequency tables were used to analyze the number of planned versus implemented projects. The analysis was done in the sequence of the research questions and interview guide.

3.7 Chapter Summary

This chapter covered the methods and procedures that were used to carry out the study. The research methodology chosen was a case study. The sample was derived from UNICEF KCO staff only since if UNICEF is going to be the lead agency, then it is important to create the acceptance and ownership of the idea internally first while at the same time identifying the external opportunities towards the same strategy of coordination of activities. A structured interview was used during the interviews for collection of primary data. The data analysis tool was Microsoft Excel software. Presentation was by means of frequency tables, pie charts and bar graphs.
CHAPTER 4

4.0. RESULTS AND FINDINGS

This chapter contains presentations of the results of the study. The results and findings were obtained from the interviews with the UNICEF KCO staff members. The results are presented on the basis of the research questions as follows: -

i). Internal Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

ii). External Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

iii). The Challenges Encountered in Implementing Cooperative Strategies to Efficiently Mobilize and Utilize Financial Resources

Structured interviews were held with senior managers and programme and project officers to evaluate the impact of internal and external cooperative strategies on efficient utilization of financial resources as well as the challenges of implementing these strategies.

4.1 Internal Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

In order to analyze the commitment to and levels and impact of internal cooperative strategies on efficiency in mobilization and utilization of financial resources, the researcher identified the broad categories in the various stages of a typical programme process and sought to find out the quality of cooperation at each of these categories.
4.1.1 Internal Cooperation Levels and Impacts

Table 5: Frequency of Carrying out Activities Jointly with other Sections

<table>
<thead>
<tr>
<th>Number of Times</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Very Frequently</td>
<td>0</td>
</tr>
<tr>
<td>Frequently</td>
<td>2</td>
</tr>
<tr>
<td>Moderately</td>
<td>7</td>
</tr>
<tr>
<td>Occasionally</td>
<td>6</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL** 15 100%

Table 5 indicates that the level of collaboration among the activities is average since 47% of the respondents felt that the frequency of collaboration was moderate while 40% gave a rating of occasionally. This leaves only 13% who felt that their level of collaboration was frequent. None of the respondents felt that their units collaborated with other units very frequently or totally ignored others and carried out their activities independently.

Table 6: Coordination and Addition of Value to Programme Activities

<table>
<thead>
<tr>
<th>Level of Agreement</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>15</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL** 15 100%
Table 6 shows the distribution of opinions of the staff members who were interviewed on the importance of coordination and whether it would add value to the programme activities. All the staff members who were interviewed (100%) strongly agreed that internal coordination adds value to the quality of programme planning, implementation, monitoring and evaluation and review.

4.1.2 Internal Collaborations During Programme Processes

Table 7: Major Areas of Co-operation Among the Projects

<table>
<thead>
<tr>
<th>Major Types of Activities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Planning</td>
<td>40</td>
</tr>
<tr>
<td>Implementation</td>
<td>10</td>
</tr>
<tr>
<td>Review</td>
<td>50</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Figure 8: Levels of Cooperation Among Projects**

The respondents were asked to list the areas in which they have cooperated with other units and share 100 marks among them. The results were summarized in table 7 and illustrated graphically in figure 8 above to indicate how much their units collaborate with
the other units. The summary of the results is that UNICEF KCO staff spend half of their collaboration time reviewing what they have done and 40% planning what to do. They only collaborate at a level of 10% at the implementation stages.

Table 8: Suggested Areas and Levels of Co-operation Among the Projects

<table>
<thead>
<tr>
<th>Major Types of Activities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Planning</td>
<td>20</td>
</tr>
<tr>
<td>Implementation</td>
<td>60</td>
</tr>
<tr>
<td>Review</td>
<td>20</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

The average percentages of time allocated to the major programme processes of planning, implementation and review are as indicated in table 8 above. The respondents were of the opinion that collaboration at the planning and review levels are important but implementation should take up three times (60%) of the time spent in the other two (20%).

The major findings in the analysis of the internal coordination data therefore revealed that internal cooperation strategies are very frequent at the annual planning and review exercises which are mainly carried out through meetings but very minimal at the implementations and continuous monitoring stages.

4.2 External Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

4.2.1 Collaboration with the Government of Kenya

The basic cooperation agreement (BSA) refers to the GOK/UNICEF programmes as a "programme of cooperation" (GOK/UNICEF, 1993). The MPO also states that the Government of Kenya will contribute 10 per cent of the total budget of each of the
five-year programmes of cooperation. The study enquired whether UNICEF KCO had done its best in ensuring that the government honoured its portion of the partnership.

**Table 9: Efforts to Obtain Government’s Contribution**

<table>
<thead>
<tr>
<th>Number of Times</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Very Frequently</td>
<td>0</td>
</tr>
<tr>
<td>Frequently</td>
<td>4</td>
</tr>
<tr>
<td>Moderately</td>
<td>8</td>
</tr>
<tr>
<td>Occasionally</td>
<td>3</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>

Table 9 indicates that the respondents were of the opinion that their efforts were mainly moderate. Only 27% felt that the following up with the Government was frequent. None of the respondents felt that the efforts were very frequent or that there is a unit who has never made efforts to request the government to make contributions whether in cash or in kind.

**Table 10: Types and Levels of Participation by the Government**

<table>
<thead>
<tr>
<th>Major Types of Activities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Planning</td>
<td>20</td>
</tr>
<tr>
<td>Implementation</td>
<td>10</td>
</tr>
<tr>
<td>Review</td>
<td>70</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The respondents expressed their observation, as that the Government partners are more present during the review stages of the programme annual programme cycle (70%) but
are less active during the planning (20%) and worse still during the implementation stages (10%).

![Pie chart showing the distribution of activities: Planning 20%, Implementation 10%, Review 70%]

**Figure 9: Types and Levels of Collaboration with the Government**

<table>
<thead>
<tr>
<th>Major Types of Activities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Planning</td>
<td>20</td>
</tr>
<tr>
<td>Implementation</td>
<td>70</td>
</tr>
<tr>
<td>Review</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Table 11: Suggested Levels of Participation by the Government**

The respondents were of the opinion that the breakdown of the three processes should mirror that of the internal cooperation since the government is a major partner. The average percentage allocated to implementation was 70%.

The programme officers were of the opinion that even though the GOK/UNICEF strategy had been to implement community-based activities since 1990s, the programmes were fragmented, lacking in geographic convergence and not harmonized with local government structures at community level. This is confirmed by the analysis
of their quantitative responses above, which confirm that there was more collaboration at review stages but minimum collaboration at planning and implementation stages.

4.2.2 Networking with the Other Humanitarian Organizations

The respondents stated that within the programme in Kenya, the absence of a stakeholders’ forum with the objective of encouraging collaboration between stakeholders implementing various women and children activities is a major problem. A few successes reveal that programme impact normally coincides with effective collaboration. The researcher sought to identify the areas and levels of collaboration of the humanitarian organizations, especially the United Nations agencies.

Table 12: Strengths of Current Competitive Advantages

<table>
<thead>
<tr>
<th>Competitive Advantages</th>
<th>Distribution</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percentage</td>
</tr>
<tr>
<td>Core Commitments (Mandate)</td>
<td>20</td>
<td>20%</td>
</tr>
<tr>
<td>Partnership with the Government</td>
<td>30</td>
<td>30%</td>
</tr>
<tr>
<td>Partnership with other Humanitarian Organizations</td>
<td>30</td>
<td>30%</td>
</tr>
<tr>
<td>Presence at Community Levels</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td>Funding Levels</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The respondents were convinced that the days when UNICEF enjoyed the preference of donors due to its mandate for children are diminishing fast since there many other organizations who take care of the needs for children. However, 20% of its competitive advantage still comes from the mere fact that it is an organization that takes care of children’s rights and needs. Table 10 shows that the combined sources of UNICEF’s strength from collaborating with the government and other humanitarian organization would be as high as 60%. The respondents were also of the opinion that there are other
organizations that are better funded than UNICEF who draws only 10% of its competitive advantage from its level of funding.

Table 13: Levels of Collaboration With Other Humanitarian Organizations

<table>
<thead>
<tr>
<th>Major Types of Activities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>UN Agencies</td>
<td>30</td>
</tr>
<tr>
<td>NGOs</td>
<td>50</td>
</tr>
<tr>
<td>Religious Organizations</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 13 above shows that UNICEF collaborates mainly with NGOs (50%) and other UN organizations (30%). The collaboration with the religious organizations is also significant (20%).

Table 14: Suggested Types and Levels of Collaboration with Humanitarian Organizations

<table>
<thead>
<tr>
<th>Major Types of Activities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Planning</td>
<td>20</td>
</tr>
<tr>
<td>Implementation</td>
<td>60</td>
</tr>
<tr>
<td>Review</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The respondents were of the opinion that UNICEF should collaborate more with the other organization in implementation (60%) but also in planning and review. They felt that UNICEF should collaborate with the stakeholders at all levels of the programme stages.
4.2.3 Cooperation with Communities to enhance efficiency of Financial Resources

Table 15: UNICEF’s Perceived Levels of Funding

<table>
<thead>
<tr>
<th>Major Types of Activities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>YES</td>
<td>2</td>
</tr>
<tr>
<td>NO</td>
<td>13</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

The researcher sought to know if the communities were of the opinion that they should contribute to the UNICEF-assisted projects or if the communities believed that UNICEF is so well-funded that it does not need their contributions. The majority of the respondents (87%) were of the opinion that the communities believed that UNICEF has a lot of financial resources.

Table 16: Types and Levels of Participation by Communities

<table>
<thead>
<tr>
<th>Major Types of Activities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Planning</td>
<td>5</td>
</tr>
<tr>
<td>Implementation</td>
<td>10</td>
</tr>
<tr>
<td>Employment</td>
<td>80</td>
</tr>
<tr>
<td>Review</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

The results revealed that UNICEF only involves the community when they want the actual work to be done (80%) but involves them very minimally at the other stages of planning, implementation and review which total 20%.
Table 17: Suggested Types and Levels of Participation by Communities

<table>
<thead>
<tr>
<th>Major Types of Activities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Planning</td>
<td>20</td>
</tr>
<tr>
<td>Implementation</td>
<td>30</td>
</tr>
<tr>
<td>Employment</td>
<td>30</td>
</tr>
<tr>
<td>Review</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 17 above shows that a more balanced collaboration with the communities is desired. They should participate at each level of the programme stages with the highest levels at implementation and employment (30%).

The results above have shown that UNICEF does not involve the community at the major stages of programme processes but employs them.

4.3 The Challenges Encountered in Implementing Cooperative Strategies to Efficiently Mobilize and Utilize Financial Resources

Table 18: Cooperation Improves Financial Resources

<table>
<thead>
<tr>
<th>Level of Agreement</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>10</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>
The researcher sought to identify the challenges of implementing the internal and external cooperative strategies to mobilize and utilize financial resources efficiently. Table 18 above shows that the respondents either strongly agreed (67%) or agreed (33%) that coordination would reduce the number of activities that remained unimplemented at the end of each year mainly due to insufficient funds.

Table 19: Types and Levels of Challenges to Cooperative Strategies

<table>
<thead>
<tr>
<th>Major Types of Causes</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Rules/Regulations</td>
<td>3</td>
</tr>
<tr>
<td>Systems/Technical</td>
<td>2</td>
</tr>
<tr>
<td>Competition</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>

Table 19 above shows that competition (67%) is the major hindrance to internal and external collaborations. The systems-related issues are minimal (13%). The rules of the organization make up 20%.

Table 20: Types of Collaborations for Fundraising

<table>
<thead>
<tr>
<th>Major Types of Activities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Funding Proposals</td>
<td>3</td>
</tr>
<tr>
<td>Printing Posters Jointly</td>
<td>1</td>
</tr>
<tr>
<td>Personal Purchases</td>
<td>11</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>

The results show that most of the collaboration with Greeting Card Operations is at personal level (73%). The joint work at programme levels of writing project proposals or printing posters for advertisements and information, total 20% and 7% respectively.
4.4 Chapter Summary

In this chapter, the findings of the study based on the research questions are presented. The results were obtained from the face-to-face interviews through the use of a structured interview guide. The results were categorized in three major subjects based on the research questions. The categories included: the internal cooperative strategies that enhance the efficient utilization and mobilization of financial resources, the external cooperative strategies that enhance the efficient utilization and mobilization of financial resources and the challenges that are experienced by UNICEF staff when applying the internal and external cooperative strategies in order to improve the efficiency of mobilization and utilization of financial resources. The results were summarized in frequency tables and graphs.

In terms of internal cooperative strategies that enhance efficient mobilization and utilization of financial resources it was noted that staff are aware and convinced that these strategies would add value to their programme activities. However, the study showed that the projects cooperated only moderately (47%) and occasionally (40%) with each other. No unit reported that they collaborate very frequently with the other units. The implementation of the cooperative strategies was also found to lack balance since 90% of collaboration activities is assigned to planning and review while only 10% is assigned to the actual implementation of the programme activities. The respondents were of the opinion that the allocation of collaboration time should not be balanced but that the percentage for implementation should be increased from 10% to 60%, leaving 20% each for the planning and review activities. In general the level of internal collaboration was found to be average but very weak on implementation activities since most of the collaboration time is allocated to the planning and review stages.

The findings from the external cooperative strategies showed that the respondents’ efforts to press upon the government to honour its portion of the agreement are average. The findings also indicated that the government is more active during the reviews but hardly present during the implementation stages. The respondents would prefer to work with the government more closely during implementation (70%) than during the reviews (10) and planning (20%) stages. In terms of collaboration with the other humanitarian organizations, the study showed that UNICEF collaborates more with the NGOs (50%)
than with the other UN organizations (30%) and religious organizations (20%). The study also shows that the respondents would like to see an allocation of 60% of the collaboration with other humanitarian organization time allocated to implementation with twenty percent each going to the planning and review stages. The communities were found to be contributing more as employees (80%) than participants in the projects.

The challenges that are encountered when implementing the internal and external cooperative strategies were mainly in the area of competition (67%) although differences in systems and organizational rules and regulations also play a role. Staff support the Greeting Card operations mainly through personal purchases only. They also, rarely utilize the assistance of the fundraising unit. However, all the respondents agreed, with the majority even strongly agreeing, that internal and external collaboration would contribute to the efficient mobilization and utilization of financial resources.

The study showed that the respondents are committed to the internal and external cooperative strategies, implement them effectively at planning and review stages even though there are challenges but need to improve the frequency at implementation stages.
CHAPTER 5

5.0. DISCUSSION, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This section provides a discussion of the findings of the study, the conclusions derived from the findings and recommendations for improvement in the implementation of internal and external cooperative strategies at UNICEF Kenya Country Office and areas for further research.

5.2 Summary

The purpose of the study was to evaluate the cooperative strategies that UNICEF Kenya country office has adopted to mobilize and utilize its financial resources more effectively through internal and external coordination with the various stakeholders.

The study was guided by the following research questions

i). What internal Cooperative Strategies Enhance Efficient Mobilization and Utilization of Financial Resources


iii). What Challenges are Encountered in Implementing Cooperative Strategies to Efficiently Mobilize and Utilize Financial Resources

This research was in the form of a case study. The population of this study was the seven programmes and twenty-six projects at UNICEF Kenya Country Office. Non-probability, purposive sampling technique was used to identify a total of fifteen staff members who were interviewed and provided information on the programmes and projects. The Fifteen staff members included the top management, the programme and project officers and the Greeting cards Sales Assistant. The primary data were collected through face-to-face interviews by using a structured interview guide. The interview
guide was developed by the researcher on the basis of the research questions. The data was analyzed by use of descriptive statistics and categorized according to the three research questions. Microsoft Excel spreadsheets is the tool that was used to analyze and generate presentation of the data. Presentation was by means of frequency tables, pie charts and bar graphs.

The findings of the study revealed that the respondents were well-informed about the internal cooperative strategies that enhance efficient mobilization and utilization of financial resources and were convinced that these strategies add value to their programme activities. However, the study showed that the projects cooperated only moderately with other units. The implementation of the cooperative strategies was also found to lack balance since a major percentage of collaboration activities are related to planning and review while very little coordination exists at the level of implementation of the programme activities. The respondents indicated that they were willing to improve the situation and suggested that dividing the timings equally was not the best solution but that the percentage for implementation should take up more than two-thirds of time spent on collaboration. In general the level of internal collaboration was found to be average but very weak on implementation activities since most of the collaboration time is allocated to the planning and review stages.

In terms of the external cooperative strategies, the study showed that the respondents had made greater efforts to press upon the government to honour its portion of the agreement on the programme of cooperation but that there was still a lot of room for improvement. The findings also indicated that the government counterparts were more active during the reviews but hardly present during the implementation stages. The respondents would prefer to work with the government throughout the three stages of planning, implementation and reviews but even more closely during the implementation stages. In terms of collaboration with the other humanitarian organizations, the study showed that UNICEF collaborated more with the NGOs than with the other UN organizations and religious organizations. The study also showed that the respondents would like to see a greater level of collaboration with the other humanitarian organizations and communities during the implementation stages.
Competition stood out as the main cause of the challenges that are encountered when implementing the internal and external cooperative strategies although differences in systems and organizational rules and regulations also play a role. Also, the collaboration and support to Greeting Cards Operations as well as utilization of the fundraising unit in writing proposals was found to be weak. However, all the respondents agreed, with the majority even strongly supporting the proposition, that internal and external collaboration contribute to the efficient mobilization and utilization of financial resources.

5.3 Discussion

This section will cover the discussion according to the research questions.

5.3.1 Internal Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

The study revealed that internal coordination is very strong at planning and review stages but quite poor at implementation stages of the programme activities. The result is contrary to the respondents’ preferred ratings that assigned a higher percentage to the implementation stages. Also, the reduction of unimplemented activities, which is the objective of cooperative strategies, would only be achieved if resources and expertise are coordinated at all the stages including the implementation stage. The findings of this study were also contrary to the report on solutions to prior years problems, that was developed after the mid-term review, that indicated the determination to collaborate at all stages through the cooperative strategies (GOK/UNICEF, 2001). It was also confirmed during the interview that the annual tasks that are set up by the supervisors and supervisees at the beginning of the year through the personnel appraisal system, contain duties that are based solely on a functional organizational structure. This specialization strategy makes the staff to opt to concentrate on their assigned duties since they are not compelled to work with colleagues from other programmes. The senior staff also confirmed that the coordination efforts and achievements do not form part of the performance evaluation at the end of every year. The poor performance on cooperation coupled with the vertical programme structure is in agreement with Appleby
(1994) statement that, "as people cannot be compelled to co-operate, the right environment for the exchange of information is required" (p. 197).

The collaboration at planning and review levels failed to influence the frequency of collaboration at implementation stages as stated above. The fact that the results of the joint planning exercises are project plans of actions, which are sectoral, influences specialization and functionalization of the activities that are carried out at the implementation stages. This encourages the programme officers to implement their portions independently to an extent that even project officers within one programme do not benefit from the strengths of their colleagues who are closest to them in the organization structure and specialization areas. This is in line with the works of Strickland and Thompson (1997), which state that to ensure the successful implementation of the chosen strategy, the strategy must be translated into guidelines for the daily activities of the firm. The strengths at the planning and review stages therefore, do not trickle down to the implementation stages. For example the immunization and the primary health project officers might carry out activities in the same community without sharing information. This results in duplication of efforts in common areas and creates a loophole that can be manipulated by unscrupulous people who might ask for the same support from different project officers from the same office.

The study revealed that the programmes’ frequency of carrying out joint activities with the other programmes are between moderate and occasional. The vertical organization structure is the main cause of the poor collaboration at the implementation stages. The year 2004 to 2008 programme structure shows that: despite the fact that UNICEF KCO has included a programme known as “cross-sectoral programmes,” in its programme structure, it has still maintained the sectoral programmes of health, water, education and child protection. The organization has selected a convergence strategy but the structure is still more inclined towards independent functional strategies. The findings of weak collaboration at implementation stages add authenticity to Bennett’s (1999) statement that, "structure follows strategy, in the sense that once a strategy has been selected, the organizational framework of the business will usually have to be amended in order to implement the strategy" (p. 128).
5.3.2 External Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

5.3.2.1 Coordination with the Government

The respondents confirmed that their units do not make frequent attempts to follow up on the government’s contribution. This is in line with the year 2001 annual report (UNICEF KCO, 2001) that indicated that UNICEF is in partnership with the government of Kenya but that GOK does not honour the 10 percent GOK’s commitment as per the basic cooperation agreement. The review also reported that the government had been acting as if the programmes are UNICEF’s programmes as opposed to GOK/UNICEF or UNICEF-assisted programmes. UNICEF, on the other hand, has not been persistent in demanding that the government delivers on its side of the bargain but has instead operated with UNICEF’s contribution only and even hires companies, consultants and staff members to take care of its supplies and other services which government ministries could have handled. UNICEF works very closely with the Ministry of Planning, which is the leader due to the broad-based structure of the agreement, but UNICEF has not raised concerns when the printed estimates of ministries do not include the ten percent. This scenario would not have occurred if UNICEF was a profit-making organization. The government should also recognize the need to be an active partner for the sake of sustainability since the service to society is in effect the government’s mandate.

The findings and the detailed explanations by the respondents revealed that the government is mainly active during the review stages. As a major partner, the interviews expressed the need to collaborate with the government at the same frequency as internal collaboration. The GOK/UNICEF programme of cooperation is closely linked to the poverty reduction strategy since the latter identifies intervention measures aimed at reducing poverty and hence improving the quality of lives of children and women. The success of the poverty reduction strategy will also be UNICEF’s success since the planned activities will be manageable and a community that has income can also effectively contribute to the programmes in their areas. The respondents stated that when the Government announced that primary education would be free, UNICEF was able to concentrate on provision of supplies to schools to complement the government’s
efforts. UNICEF is able to achieve much more when the government is also committed to strengthening preventive and promotive health care as well as waiver of fees for treatment of certain people who cannot afford to honour the cost sharing system. The achievement of good health for women and children is an achievement for both UNICEF and the government since this forms part of their goals. These confirmations by the respondents support Bennett’s (1999) proposition that, “synergy occurs when two or more activities or processes complement each other to the extent that, when undertaken in unison, the total output is significantly greater than, when they are done individually.” The idea is summarized by the phrase, “making two plus two equal five.” Synergy can occur between people, between sections of a firm or even between separate businesses (p.56).

5.3.2.2 Coordination with the UN and Other Humanitarian Organizations

UNICEF’s individual strengths, for example from funding levels, contribute a lower level of to its competitive advantage. The mid-term review (GOK/UNICEF, 2001) pointed out the weaknesses in collaborations among stakeholders. The programme officers also decried the absence of a stakeholders’ forum with the objective of encouraging collaboration between organizations implementing various women and children activities. UNICEF needs to strengthen this major source of competitive advantage. Through collaborations, agencies would take advantage of one another’s strengths and allocate themselves activities according to each agency’s comparative advantages. This strategy would bring about synergy. The choice of a partner to collaborate will therefore need to follow the advice of Child and Faulkner (1998) that the two aspects of the individual organizations’ value chain to be sought for successful alliances are complementary assets and potential synergies.

5.3.3 The Challenges Encountered in Implementing Cooperative Strategies to Efficiently Mobilize and Utilize Financial Resources

The study revealed that the major challenge to cooperative strategies was competition. The very fact that humanitarian organization are competing for the funds from the same donors while the number of players are increasing makes it look like it is impossible for them to implement joint activities even within the organization. However, this is
negated by the works of (Yoshino and Rangan, 1995) which detail the success of strategic alliances between global companies, that were previously major rivals.

The findings showed that almost all the respondents agreed that cooperative strategies would significantly improve efficiency of programme activities. The researcher sought to establish why the actual implementation of this strategy was poor since the literature review revealed that the implementation of this strategy was weak. Most of the respondents explained that UNICEF's headquarters in New York still maintains rules that do not encourage collaboration across programmes. They stated that even if they formed task forces, the team leaders would not be allowed to manage a consolidated budget since the offices are not allowed to transfer funds to other projects. The findings also showed that apart from personal purchases the level of collaboration with the greeting cards operations and the fundraising unit is very poor. The study revealed that the programme officers are so accustomed to the organizational culture of independence that they prefer to write single project proposals instead of joint appeal for funds. This is why they rarely think of how they could collaborate with the greeting cards operations.

The findings showed that UNICEF collaborates more with NGOs than with other humanitarian organizations and service providers. Most of the private sectors have embraced the social corporate responsibility culture. They however need guidance and coordination so that they may be encouraged to do much more and to avoid duplication of activities. The corporations' core business is profit-making and would therefore require the expertise of the humanitarian organizations whose core commitments is service to society. However, the companies usually fear that they might not get sufficient publicity if they channel the funds through another organization.

The study also indicated that the communities perceive UNICEF as a very well-funded organization. The communities would have ownership of the projects and achieve long term gains from sustainability of the projects if they are sensitized on scarcity of resources and advised to contribute to the planning and implementation of the projects. The humanitarian organizations have the task of assisting the communities to discard dependence syndrome.
5.4 Conclusions

The findings reflected a high level of agreement that both internal and external cooperative strategies would improve the efficiency in mobilization and utilization of financial resources. The conclusions below were made on the basis of the research findings and discussions.

5.4.1 Internal Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

The internal cooperative strategies are implemented significantly at the planning and review levels but minimally at the implementation levels. The main causes of poor cooperative at internal levels were identified as an organization structure that reflects independent programme units and a planning tool in term of project plans of action and personnel appraisal system that encourage individual as opposed to team-work achievements. This results in duplication of efforts and implementation methods that work against cost-saving techniques. The main cause of the low levels of success internally is that the organization structure has not been amended to follow the strategy of cooperation.

5.4.2 External Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

The findings showed that coordination exists with external partners but it is even poorer than with internal partners. The government is a major partner but is only active during the review stages and contributes very minimally at the implementation stages. It was also reported that the external cooperative strategies lack a coordinating forum. The culture of competition is also a major challenge to external cooperation. The district development committees exist but the humanitarian organizations are allowed to implement their plans without guidance or consultation. The study concluded that the time spent on cooperative strategies should be expanded and the allocations for implementation activities should also be increased.
5.4.3 Challenges Encountered in Implementing Cooperative Strategies to Enhance Efficient Mobilization and Utilization of Financial Resources

The internal and external cooperative strategies were also found to be lacking in providing support to mobilize resources due to the challenges of UNICEF’s internal financial rules, competition among the organizations and the dependency syndrome that still exists within governments and communities that encourage reliance on charity. The challenges in using cooperative strategies to mobilize funds will be overcome with the effective implementation of the cooperative strategies.

A general conclusion is that effective cooperative strategies would certainly enhance efficient mobilization and utilization of financial resources but UNICEF Kenya Country Office still has a lot of room for improvement. The successes at the planning and review levels indicate that the various programme units are capable of working together internally as well as externally with other stakeholders even at the implementation stages. Various challenges exist that need to be addressed either with internal or external partners or both.

5.5 Recommendations

The following recommendations were made based on the findings and conclusions of the study.

5.5.1 Suggestions for Improvement

5.5.1.1 Internal Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

The study showed that UNICEF KCO still has a programme structure that encourages independence. UNICEF KCO needs to amend its organization structure in line with its amended strategy of cooperation. The creation of task forces, with team leaders, assigned to geographic area would enable the office to implement the programmes in an integrated manner. Before the current organization structure is amended, the concept of matrix organization could be applied since this seeks to create project teams with
members drawn from several different departments. The benefits from the fact that the teams are multidisciplinary, cutting across functional divisions are enormous. Alternatively, UNICEF KCO could consider sorting out and consolidating the project plans of actions (PPAs) into geographic plans of actions (GPAs) if they continue with sectoral workplans. However, once the organization structure is amended, then the results of the planning exercise should be geographic plans of actions. The needs of human beings are inter-linked and therefore convergence of programmes would result in greater impacts on the lives of the communities.

5.5.1.2 External Cooperative Strategies that Enhance Efficient Mobilization and Utilization of Financial Resources

UNICEF should insist that the government officers take the lead-role and refer to the projects as "UNICEF-assisted projects" and not UNICEF'S projects. The UN organizations need to take the UNDAF and CCA beyond the drawing board to the field and implement the simplification and harmonization process which would balance the national institutions’ capacity with fiduciary risk while at the same time alleviate the burden imposed on recipient countries by a multitude of complex requirements by each UN agency. These partnerships should aim at including all stakeholders during all the stages of the programme activities.

5.5.1.3 Challenges Encountered in Implementing Cooperative Strategies to Enhance Efficient Mobilization and Utilization of Financial Resources

UNICEF Kenya Country Office (KCO) needs to look for a variety of ways to narrow the gap between its actual funding levels and programme budget plans. The best strategy is to find ways to increase the value of the contributions that are received through investments and strategic management of its resources. It would also be useful to aim at implementing sustainable projects that would live on even when donor funds cease to exist. Donors should also be educated to accept more general project proposals so that the implementers may be able to adjust the utilization of the funds according to the situation on the ground, which usually changes. The recommendations for improving
the operations of the Greeting Cards Operations by making it more commercial and competitive rotate around the need to run it like any other result-oriented commercial enterprise with proven marketing and sales strategies.

5.5.2 Suggestions for Further Research

This research focused on internal and external cooperative strategies that can enhance the efficient mobilization and utilization of financial resources by conducting a case study of UNICEF Kenya Country Office. A similar case study could be carried out to evaluate other UNICEF offices in Nairobi and even in other parts of the world. In a bid to enhance external coordination, further research should be carried out on the commitments of the external partners to cooperative strategies. A more extensive research with a bigger population would enable future researchers to generalize their results on the study of cooperative strategies to the UNICEF offices globally or even to the entire United Nations agencies and other humanitarian organizations.
REFERENCES


APPENDIX

Appendix 1: Interview Guide

Dear Colleague,
I am a staff member of UNICEF Operation Lifeline Sudan (UNICEF OLS). I wish to request you to participate in a research project that I am carrying out in partial fulfillment of the requirements of an MBA programme at the United States International University - Africa. The purpose of the research project is to evaluate the internal as well as external cooperative strategies that UNICEF Kenya country office has adopted to mobilize and utilize its financial resources more efficiently.

The findings of this study could be used to enable UNICEF KCO staff to craft cooperative strategies of very high quality and learn from other project units. The staff will also be able to make suggestions of additional areas for coordination in order to reap the many benefits of cooperative strategies. The office will also be able to improve on its cooperative strategies in line with the UN Secretary General’s instruction to all UN agencies to implement a work process leading to full simplification and harmonization of programme implementation modalities at country level by the end of 2004.

I wish to assure you that the information will be treated with confidentiality. I have also obtained the approval of the UNICEF KCO Representative and the Programme Coordinator to carry out this research. The interview will take thirty minutes. I am on leave and will be able to meet you at your most convenient time during the cause of the next two weeks.

I look forward to a favourable response.

Regards,

Pamela Odongo
INTERVIEWS WITH THE UNICEF KENYA COUNTRY OFFICE STAFF

PROGRAMME SECTION: -------------------------------

DURATION OF SERVICE AT UNICEF KCO: ---------------

A) INTERNAL COOPERATIVE STRATEGIES THAT ENHANCE EFFICIENT MOBILIZATION AND UTILIZATION OF FINANCIAL RESOURCES

1) How often do you undertake activities jointly with the other Sections?
   (i) Very Frequently (ii) Frequently (iii) Moderately (iv) Occasionally (v) Never

2) Do you agree that internal coordination adds value to your programme implementation strategies by enhancing the efficient utilization of financial resources?
   (i) Strongly Agree (ii) Agree (iii) Undecided (iv) Disagree (v) Strongly Disagree

3) Please explain the 3 major areas and percentage levels of cooperation with the other UNICEF KCO Projects to enhance efficient utilization of Financial Resources.
   i)
   ii)
   iii)

4) Please suggest the ideal levels of cooperation by percentage in the major areas in (3) above.
   i)
   ii)
   iii)
B) EXTERNAL COOPERATIVE STRATEGIES THAT ENHANCE EFFICIENT MOBILIZATION AND UTILIZATION OF FINANCIAL RESOURCES

(a). Coordination with the Government for efficient utilization of financial resources

5) How often does UNICEF KCO make effort to follow up with the government of Kenya for its 10 percent contribution as indicated in the basic cooperation agreement?

(i) Very Frequently (ii) Frequently (iii) Moderately (iv) Occasionally (v) Never

6) Briefly explain and summarize the major areas and frequency of participation by the Government of Kenya in the GOK/UNICEF programme of cooperation activities that enhance efficient utilization of financial resources.

i) ....................................................................................................................................

ii) ....................................................................................................................................

iii) .....................................................................................................................................

7) Briefly suggest the ideal levels of frequency of the major areas in (6) above in terms of participation by the Government in the GOK/UNICEF programme of cooperation to enhance efficient utilization of financial resources.

i) ....................................................................................................................................

ii) ....................................................................................................................................

iii) .....................................................................................................................................
(b). Coordination with the UN agencies and Other Humanitarian Organizations for efficient utilization of financial resources

8) What do you consider to be your competitive advantage, in order of strength, over other organizations that are targeting the same donors as UNICEF?

9) Please list and explain in order of priority and frequency the 3 humanitarian organizations that you collaborate with more frequently.
   i)
   ii)
   iii)

10) Please suggest the 3 ways in which UNICEF and other implementing partners could cooperate to achieve more with available financial resources through joint activities. Please allocate a percentage value to each.
   i)
   ii)
   iii)

(c). Coordination with the Communities in order to enhance efficient utilization of financial resources

11) Are the communities convinced that UNICEF’s resources are not sufficient to provide for all their needs?

   (i) YES  (ii) NO
12) List and briefly explain ways in which the communities have been mobilized to participate towards humanitarian work. Please indicate a percentage of frequency to each.

i) ..............................................................

ii) ..............................................................

iii) ..............................................................

iv) ..............................................................

13) Please allocate percentages in terms of importance of the major areas of community participation identified in (12) above.

i) ..............................................................

ii) ..............................................................

iii) ..............................................................

© CHALLENGES ENCOUNTERED IN IMPLEMENTING COOPERATIVE STRATEGIES TO EFFICIENTLY MOBILIZE AND UTILIZE FINANCIAL RESOURCES

14) Do you agree that sufficient coordination could significantly have contributed to the reduction in the number of activities that remained unimplemented at the end of each year for the last five years due to insufficient funds at UNICEF KCO?

(i) Strongly Agree  (ii) Agree  (iii) Undecided  (iv) Disagree  (v) Strongly Disagree

15) Please list the challenges that affect internal and external cooperative strategies that are aimed at mobilizing financial resources. Please rank them in percentages.

i) ..............................................................

ii) ..............................................................

iii) ..............................................................
16) How do you collaborate with the Greeting Cards Operations and Fundraising Unit in order to raise funds for programme activities at UNICEF KCO?

i).

ii).

iii).

17) Please suggest the effective level of inputs that your programme section could make to the activities of the Greeting Cards Operations and Fundraising Unit?

i).

ii).

iii).

(d). **Collaboration with the Private Sector for mobilization of financial resources**

18) Please list 2 ways in which the private sector has contributed to the UNICEF-assisted programmes.

i).

ii).

19) Please suggest 2 ways in which UNICEF's advocacy with private sector could result in higher local fundraising for humanitarian work.

i).

ii).

20) Please provide any additional comments, your personal opinion and advice on coordination initiatives within UNICEF and with external partners.
### Appendix 2: Money and Time Budget

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>ESTIMATED TIME REQUIRED</th>
<th>MONEY KSH</th>
<th>COMMENTS ON COSTS</th>
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<tbody>
<tr>
<td>Preliminary work, Drafting and typing Project Proposal</td>
<td>14 – 25 August</td>
<td>12</td>
<td>0 Free access to computer. Own typing</td>
</tr>
<tr>
<td>Finalization/submission of the project proposal.</td>
<td>26 – 30 August</td>
<td>5</td>
<td>1,100 Fuel for transport to UN &amp; USIU and Binding fees</td>
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<tr>
<td>Revision and based on associate Dean’s comments before resubmission.</td>
<td>01 - 14 September</td>
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<td>16</td>
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<tr>
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<td>2 – 15 November</td>
<td>14</td>
<td></td>
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<tr>
<td>Consultations with supervisor and further revisions</td>
<td>10 Jan - 29 Feb</td>
<td>20</td>
<td>3,000 Free access to computer Transport and fuel</td>
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<tr>
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<td>1 – 10 March</td>
<td>10</td>
<td>2,250 Transport and fuel</td>
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<td>Data analysis and Presentation</td>
<td>11 -12 March</td>
<td>2</td>
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<td>13 – 17 March</td>
<td>4</td>
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<td>Miscellaneous Expenses</td>
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<td><strong>TOTAL</strong></td>
<td><strong>120</strong></td>
<td><strong>11,350</strong></td>
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</table>
Appendix 3: Work Breakdown Structure

The time dimension was planned by determining the time required to complete each activity of the project and the total time required to complete the whole project. This resulted in the project schedule. The technique used was the Gantt chart.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DESCRIPTION</th>
<th>PRECEDENCE</th>
<th>DURATION IN DAYS</th>
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</thead>
<tbody>
<tr>
<td>A</td>
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<td>B</td>
<td>Finalization/submission of the project proposal.</td>
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<td>C</td>
<td>Revision and based on associate Dean’s comments before resubmission.</td>
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<tr>
<td>D</td>
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<td>C</td>
<td>16</td>
</tr>
<tr>
<td>E</td>
<td>Revision based on associate Dean’s comments and allocation of a supervisor.</td>
<td>D</td>
<td>16</td>
</tr>
<tr>
<td>F</td>
<td>Revision based on supervisor’s comments.</td>
<td>E</td>
<td>14</td>
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<tr>
<td>G</td>
<td>Consultations with supervisor and further revisions</td>
<td>F</td>
<td>20</td>
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<td>H</td>
<td>Interviews at UNICEF KCO and analysis of secondary data</td>
<td>G</td>
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<td>I</td>
<td>Data analysis and Presentation</td>
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<td>J</td>
<td>Report drafting, Typing &amp; Proofreading</td>
<td>I</td>
<td>4</td>
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Appendix 4: Gantt Chart

Gantt diagram is a horizontal bar chart that graphically displays the time relationship of the activities in a project. The Gantt chart below reflects the time that was utilized to complete the activities in a sequential manner.
Appendix 5: Historical Background of UNICEF

In the bitter winter of 1946 in post war Europe, millions were without proper food, shelter, clothing or fuel, and Asia also was devastated. Children especially were suffering. With Europe being divided by the cold war, United Nations relief programmes were ending. Many raised their voices, calling for continued emergency assistance for children, among them former US President Herbert Hoover and Dr. Ludwik Rajchman, Poland’s delegate to the UN Relief and Rehabilitation Administration. UNICEF (1996) states that Persistent advocacy by these allies for children led to the creation of UNICEF (the United Nations International Children’s Emergency Fund) by a unanimous decision at the very first session of the UN General Assembly on 11 December 1946.

UNICEF remained as a temporary agency with three years extensions until 1953 when the UN General Assembly voted unanimously to make UNICEF a permanent part of the United Nations system, after a realization that the European children still appeared to be in no worse state than millions of children living so-called “normal lives” in developing countries. Its name changed to the United Nations Children’s Fund, while retaining the original acronym, familiar to millions around the world. UNICEF has maintained this name and acronym to-date. UNICEF, the only United Nations organization dedicated exclusively to children, currently works for child protection, survival and development within the framework of the Convention on the Rights of the Child. UNICEF currently carries out its work through its headquarters in New York, 8 regional offices and 154 field offices worldwide. UNICEF won the Nobel Peace Prize in 1965.

UNICEF helps children get the care and stimulation they need in the early years of life and encourages families to educate girls as well as boys. It strives to reduce childhood deaths and illnesses and to protect children in the midst of war and natural disaster. UNICEF strives to build a world in which all children live in dignity and security. Working with national governments, NGOs (non-governmental organizations), other United Nations agencies and private-sector partners, UNICEF protects children and their rights by providing services and supplies and by helping shape policy agendas and budgets in the best interests of children.
Appendix 6: UNICEF'S Mission Statement

UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.

UNICEF is guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behaviour towards children.

UNICEF insists that the survival, protection and development of children are universal development imperatives that are integral to human progress.

UNICEF mobilizes political will and material resources to help countries, particularly developing countries, ensure a "first call for children" and to build their capacity to form appropriate policies and deliver services for children and their families.

UNICEF is committed to ensuring special protection for the most disadvantaged children - victims of war, disasters, extreme poverty, all forms of violence and exploitation and those with disabilities.

UNICEF responds in emergencies to protect the rights of children. In coordination with United Nations partners and humanitarian agencies, UNICEF makes its unique facilities for rapid response available to its partners to relieve the suffering of children and those who provide their care.

UNICEF is non-partisan and its cooperation is free of discrimination. In everything it does, the most disadvantaged children and the countries in greatest need have priority.

UNICEF aims, through its country programmes, to promote the equal rights of women and girls and to support their full participation in the political, social, and economic development of their communities.

UNICEF works with all its partners towards the attainment of the sustainable human development goals adopted by the world community and the realization of the vision of peace and social progress enshrined in the Charter of the United Nations.