ROLE OF GLOBAL INSTITUTIONS ON DEMOCRATIC GOVERNANCE IN KENYA: A CASE OF UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

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STUDENT 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.

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

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ABSTRACT

The purpose of this study was to conduct an assessment of the role of Global Institutions on Democratic Governance in Kenya, with particular focus on UNDP. The objectives of carrying out this study were to determine the; the effects of global institutions like UNDP on democratic governance in Kenya, the challenges faced in promoting democratic governance in Kenya and the possible ways of addressing those challenges.

The study focused on the management staff working in UNDP offices in Kenya, management staff in the Ministry of Planning and Devolution and stake holders who are beneficiaries of UNDP governance projects. These were believed to be in a position to give relevant and specific information which responded to the research objectives.

The design of the study was descriptive in nature. The research used both qualitative and quantitative data. Structured questionnaires were used to gather information from key informants from UNDP offices, Ministry of Planning & Devolution and other Stake holders involved in UNDP governance work. The study’s sample was 60 individuals from a target population of 300. The collected data was then put through a process of cleaning, editing, and consolidation to ensure good quality of the data to be analyzed. The researcher then used SPSS software to analyze the report and prepared the final report using MS Word. The data presented in tabular and percentages form. The data analysis involved both qualitative and quantitative methods. The researcher used frequency distributions and percentages to analyze the data. According to Hopkins (2006), cross tabulation and frequency distribution descriptive statistics can be used to describe the distribution of one or more variables.

The researcher provided the findings with respect to the information given out by the respondents. The study found out that majority of the respondents indicated that UNDP activities positively affect the democratic governance in Kenya to a very great extent. From the study, majority of the respondents indicated that UNDP involvement in peace building and human rights advocacy affects governance in Kenya to the greatest extent as compared to other UNDP activities. This study also established that UNDP faced two major challenges in its work; political and economic challenges and
bureaucratic procedures/operations. The challenges faced by UNDP in its work can be addressed to a great extent, by responding to globalization and having clear national policies.

The study concludes that UNDP activities have expanded democratic governance in Kenya through its involvement in peace building, human rights advocacy, governance programs and in peace initiatives. The study also indicates that emphasizing knowledge of and local ownership of programs are essential to ensure a good development impact of projects.

The main recommendation of this study is that UNDP should involve looking at various aspects of budgeting such as prices and costs due to inflation, availability of resources within the locality of programme work and within the time, cost control in project implementation, prudent cost forecast, work packages such as labor rates and indirect costs, to ensure success of its work. The study also recommends that further studies be carried out to establish factors affecting the performance of governance projects in Tanzania, with a focus on UNDP. This would help to compare these findings with Kenyan context thereby enhancing generalization, hence pave way for policy recommendations.
# TABLE OF CONTENTS

STUDENT DECLARATION ......................................................................................... III
COPYRIGHT ........................................................................................................ IV
ABSTRACT ........................................................................................................... V
TABLE OF CONTENTS ....................................................................................... VII
LIST OF TABLES ................................................................................................ IX

CHAPTER 1 .............................................................................................................. 1

1.0 INTRODUCTION .............................................................................................. 1

1.1 Background of the Problem ........................................................................... 1
1.2 Statement of the Problem .............................................................................. 4
1.3 Purpose of the Study ...................................................................................... 6
1.4 Research Questions ....................................................................................... 6
1.5 Significance of the Study ............................................................................. 6
1.6 Scope of the Study ......................................................................................... 7
1.7 Definition of Terms ...................................................................................... 7
1.8 Chapter Summary .......................................................................................... 8

CHAPTER 2 .............................................................................................................. 9

2.0 LITERATURE REVIEW ................................................................................. 9

2.1 Introduction .................................................................................................. 9
2.2 Effects of UNDP on Democratic Governance ............................................. 9
2.3 Challenges and Constraints Facing Democratic Governance ...................... 13
2.4 Approaches of Enhancing UNDPs Operations in Kenya for Democratic Governance ......................................................... 18
2.5 Chapter Summary ........................................................................................ 23

CHAPTER 3 ............................................................................................................ 24

3.0 RESEARCH METHODOLOGY ..................................................................... 24

3.1 Introduction .................................................................................................. 24
3.2 Research Design .......................................................................................... 24
3.3 Population and Sampling Design ................................................................. 25
3.4 Data Collection Methods ............................................................................ 27
3.5 Research Procedures .................................................................................... 29
3.6 Data Analysis Methods ............................................................................... 30
3.7 Chapter Summary ........................................................................................ 32
LIST OF TABLES

Table 3.1: Target Population ........................................................................................................... 25
Table 3.2: Sample Size ...................................................................................................................... 27
Table 4.1: Response Rate ................................................................................................................. 33
Table 4.2: Gender of the Respondents ............................................................................................... 34
Table 4.3: Level of Education .......................................................................................................... 35
Table 4.4: Composition of the Respondents in Terms of Age .......................................................... 35
Table 4.5: Duration Worked/involved in UNDP activities of Governance in Kenya ..................... 36
Table 4.6: Level of Employment held within the Organisation ....................................................... 36
Table 4.7: Extent to which UNDP activities affect Democratic Governance in Kenya ................ 37
Table 4.8: Extent of UNDP Involvement in Activities that affect Governance in Kenya ............... 38
Table 4.9: Extent to which UNDP Activities affect Aspects of Democratic Governance ............. 39
Table 4.10: Challenges faced by the UNDP Promoting Democratic Governance ....................... 40
Table 4.11: The Effects of UNDP Activities on Governance in Kenya ........................................... 41
Table 4.12: Addressing the Challenges faced in Promoting Democratic Governance ................ 42
Table 4.13: Agreement with UNDP Approaches to Challenges of Governance ............................ 43
Table 4.14: Pearson Coefficient of Correlation ................................................................................ 44
CHAPTER 1
1.0 INTRODUCTION
1.1 Background of the Problem
Many global development organisations have in recent decades opened certain channels for the consultation of civil society associations (Scholte, 2011). The development and implementation of these various global governance instruments for economic and social rights have helped to shift policy frames worldwide in favour of poverty alleviation. When global governance involves little voice or influences for the poor, the resulting rules are less likely to work for poverty alleviation and may on the contrary actually exacerbate it. Many critics have issued such a charge against the neo-liberalist policy framework that dominated in global regulation during the late twentieth century and continues to linger in recent years. Indeed, the strength of the paradigm has been such that many commentators have equated globalization with liberalization, as though the two were the same thing, and as though neo-liberalist principles are the only way to govern a more global world. Economic and social rights are headlined through a host of United Nations (UN) institutions and instruments (Bayefsky, 2010).

Global institutions encourage individuals to engage in productive activities by providing appropriate incentives and establishing a stable structure of human interactions, which reduce uncertainty (Donald & Mottershaw, 2009). During the past four decades, the work of the United Nations to eradicate poverty, empower the vulnerable and promote sustainable livelihoods has made a significant contribution to the development of Kenya. United Nations Development Programme (UNDP), (one of the arms of the United Nations Organization, UN) activities in Kenya have expanded employment opportunities, promoted human rights and good governance, and helped the country to improve its health and education sectors and its agricultural and economic performance. The UNDP mission is to support countries to accelerate progress on human development. This means that all UNDP policy advice, technical support, advocacy, and contributions to strengthening coherence in global development are aimed at one end result: real improvements in people’s lives and in the choices and opportunities open to them (Fawcett, 2010).
According to Bird (2010), global institutions support vulnerable communities by providing pro-poor social services towards achieving the Millennium Development Goals and by creating an enabling environment for reconstruction and development. It strives to increase local communities' income, improve their ability to manage natural resources, and prevent or mitigate the impact of disasters, both natural and man-made. UNDP resource requirements and projections match the scope of its vision (UNDP, 2006). UNDP has two main sources of resources for carrying out its work; regular and “other” resources which are thematic. UNDP has had a sustained level of ‘other’ resources, thus its ability to maintain high programmatic volume overall, with a sharper focus and more effective division of labour within the system (ATD Fourth World, 2009).

UNDP resource projections represent a clear commitment to implementing the vision contained in the present strategic plan. It has funded programmes and projects based on success in other parts of the world, ensuring a certain degree of predictability in their outcome (Donald & Mottershaw, 2009). At the same time, ideas that have proven successful in Kenya have been adopted on the global stage. One lesson is the need for continuous dialogue to facilitate policy changes and the introduction of new ideas. Another is that United Nations development assistance tends to have the greatest impact when it is community-based and involves the participation of the people. The emergence of the threat of HIV/AIDS and the persistence of harmful traditional practices and diseases such as malaria and tuberculosis have compromised some of the gains made, but it is evident that United Nations activities have made a significant difference to the lives of the people of Kenya.

Two other UN agencies, the United Nations Environment Programme (UNEP), and the United Nations Human Settlements Programme (UN-HABITAT), have their global headquarters located in Kenya at the United Nations Office at Nairobi (UNON). Notwithstanding their global focus, both programmes place great emphasis on working for the benefit of their host country. Of the other United Nations entities with offices and programmes in the country, their specialized focus ranges from reducing poverty and fighting hunger to promoting good governance and human rights, especially for women and children (United Nations High Commission on Refugees, UNHCR, 2012).
The impact of the United Nations contribution to Kenya’s progress has varied from sector to sector, but it has registered some notable accomplishments, for example in the fight against disease and the reduction of child and maternal mortality (UNDESA, 2010). The United Nations has also assisted Kenya to combat HIV/AIDS, particularly by investing in prevention, research and management, and it has supported other vulnerable groups. The United Nations has also helped to care for the hundreds of thousands of people who have fled to Kenya from neighboring countries during periods of conflict. Over the years, the United Nations through the UNDP has been involved in promoting key development ideas. Some of these ideas have concerned the participation of women in development, the need for food self-sufficiency, the rights of the child, and the social dimensions of development. Though some of these concepts may have originated abroad, the United Nations recognized their value and localized them (Hanfstaengl, 2011). In other cases the United Nations adopted local ideas and globalized them.

The development partnership between Kenya and the United Nations has not been without constraints, such as limited funds and bureaucratic procedures, but these constraints have not prevented the United Nations from contributing significantly to Kenya’s development. The United Nations has made a long-lasting impact in the formulation of labour policies in the country. According to Cameron (2011) issues such as the promotion and protection of the rights of the girl-child and the fight against harmful practices such as female genital mutilation and child marriage have become subjects of great public interest and debate. The United Nations in Kenya has also supported the promotion of leadership among women to increase their political participation and decision making at all levels. This effort saw an increased number of women nominated and elected to parliament in 2002. The United Nations has also provided significant financial assistance for development activities, such as credit for small-scale industries (UNDP, 2013).

United Nations funds projects with the intention of triggering other development activities. This strategy has been particularly successful at the local level where community-based projects that have received relatively small amounts of funds have yielded high returns, for example community-based solar and hydroelectric power projects in parts of Central and Rift Valley provinces. In many ways these community-
based projects have had a longer-lasting impact on the welfare of local communities than some nationwide projects. As well as its contribution to Kenya’s development goals, the United Nations presence in the country brings significant economic benefits. The United Nations contributes more than US $350 million to the Kenyan economy annually, which currently represents more foreign exchange earnings than the country receives from coffee exports.

According to Birdsall (2009) the United Nations contribution was equivalent to three per cent of the country’s Gross National Product, or 19 per cent of exports. A huge chunk of the USD 350 million contributed by the United Nations goes towards direct programme assistance. The rest accrues from payments made by the United Nations to procure goods and services in Kenya and also by United Nations employees for such items as food, access to public services and wages for domestic staff. According to Deiss (2011) the numerous spin-offs make the United Nations an important part of the local economy. The presence of the United Nations in Nairobi acts as a magnet in attracting other international organisations to Kenya. The United Nations presence attracts diplomatic missions, non-governmental organisations and consultancy firms, which would otherwise not locate in the Kenyan capital, and the prestige conferred by the United Nations presence in the country translates into further investments and employment opportunities. The total United Nations wage bill for both national and international Nations in Kenya also provides considerable opportunities to local businesses through the provision of goods and services (UNHCR, 2012).

1.2 Statement of the Problem

In an increasingly interconnected, globalized world, the world economy’s power paradigms are actively changing. The benefits of international collaboration in the current global context where social, political and economic challenges (and opportunities) impact economies, companies and people are considerable. The established infrastructure, accumulated know-how, databases and international contacts of United Nations agencies make UNDP the appropriate international organization to carry out projects in some countries like Kenya (United Nations, 2011). One of the reasons why the UNDP hosting countries are deemed to perform well is because the UNDP personnel are recruited by the implementing agent in accordance with local labour laws and/or government procedures.
and conditions of service. Moreover UNDP is the largest corporate citizenship and sustainability initiative in the world with over 7700 corporate participants and stakeholders from over 130 countries. UNDP is designed to help advance sustainable business models and markets in order to contribute to the initiative's overarching mission of helping to build a more sustainable and inclusive global economy.

Identifying the institutions that significantly explain observed disparities in living standards across countries has also become the focus of recent development and growth literature (Deiss, 2011; United Nations, 2012). Hanfstaengl (2011) and Weiss et al, (2009), for instance, have shown that resource endowments are important for growth only as mediated through institutions, for instance by providing more or less favorable conditions for the emergence or survival of certain types of institutions. Scholte (2011) argues that the proximate causes of growth are still the institutions, which can be shown in many cases to be exogenous to the material conditions under which a given society develops. There is no doubt that many challenges face the intended outcomes of the Institution, including meeting the Millennium Development Goals, but the United Nations is a willing and enthusiastic partner in helping to meet those challenges. According to United Nations Department of Economic and Social Affairs [UNDESA] (2010) the institutional frameworks in developing countries largely favor activities that promote redistributive rather than productive activity, that create monopolies rather than competitive conditions, and that restrict opportunities rather than expand them.

It is necessary to view this changing architecture in a holistic way—in other words, economic governance, development, and international affairs in general must be evaluated together and acted upon multilaterally if effective reforms are to be made. This was against the expectation that the presence of UNDP operations in Kenya would be a major boost to the Kenya’s economy. Yet to the best of the researcher’s knowledge no study has ever sought to establish the effects of global institutions on democratic governance in Kenya. It was against this backdrop that the current study sought to fill the existing research gap by carrying out an investigation into the effects of global institutions on democratic governance in Kenya with focus on the UNDP.
1.3 Purpose of the Study
The purpose of this study was to investigate the effects of global institutions on democratic governance in Kenya where the context of focus was the UNDP.

1.4 Research Questions
The following research questions were used to guide the study:

1.4.1 What are the effects of global institutions like UNDP on the democratic governance in Kenya?
1.4.2 What challenges are faced in promoting democratic governance in Kenya?
1.4.3 What are the possible ways of addressing the challenges faced in promoting democratic governance in Kenya?

1.5 Significance of the Study
1.5.1 The Government of Kenya
It was hoped that the information that will be obtained from this study would provide better insights into the effects of global institutions, like UNDP, on democratic governance in Kenya. The economic performance is important for the government of Kenya because the economy as well as the social development of the unique state depends on the effort made by the local and the extent to which international organizations projects are effectively delivered to impact on the lives and especially on the forms of state-building processes.

1.5.2 The UNDP
This study would also be important to the UNDP and the implementing partners since this study will provide both the strength and weaknesses of the UNDP projects and endeavours in the hosting countries. The study would help UNDP and such other agencies to understand the various aspects of adaptations and economic boosting approaches and how their understanding can help enhance the performance of the countries' economic structures.

1.5.3 Academicians and Researchers
The study would highlight other important relationships that require further research; this would be in the areas of resources, implementation and objectives that play a major role in impacting on democratic governance. As such the results of this study would also be
invaluable to researchers and scholars, as it would form a basis for further research. The study would be a source of reference material for future researchers on other related topics; it would also help other academicians who undertake the same topic in their studies.

1.6 Scope of the Study
The conceptual scope of this study lay on the effects of global institutions on democratic governance in Kenya. The specific context of interest was the effects of global institutions on democratic governance in Kenya where the special focus was on UNDP. This study was limited to UNDP offices in Nairobi as well as the Ministry of Planning and the various stakeholders and beneficiaries of the UNDP projects in Kenya. This involved collecting data from the management staff on the effects of UNDP on democratic governance in Kenya. This data was collected in the period between June to August 2014. The biggest challenge faced was getting acceptance from respondents to fill the questionnaires. This was mitigated by explaining to the respondents the importance of the study to their work and their organisations.

1.7 Definition of Terms

1.7.1 Economic development
This is the sustained, concerted actions of policy makers and communities that promote the standard of living and economic health of a specific area. It is reflects an increase in living standards, creation of more opportunities in the sectors of education, healthcare, employment and the conservation of the environment (Donald & Mottershaw, 2009).

1.7.2 Governance
Governance refers to the processes and decisions that seek to define actions, grant power, and verify performance within a given set of rules. It involves the mechanisms by which citizens and groups define their interests and interact with institutions of authority and with each other (Scholte, 2011).

1.7.3 Global Institutions
These are international organizations with an excellent membership, scope, or presence across the world and function through their agencies as per the outlined missions and
mandate of the mother institution. Such institutions include IMF, World Bank, WTO and UNDP which is the focus of this study (Mantilla, 2009).

1.7.4 Peacebuilding
It refers to the interventions that are designed to prevent the start or resumption of violent conflict by creating a sustainable peace. Peacebuilding is a range of strategies or measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels for conflict management, and to lay the foundation for sustainable peace and development (Heinze, 2009).

1.8 Chapter Summary
The general objective of this study was to investigate the role of global institutions in promoting democratic governance in Kenya where the special focus was on UNDP. The chapter has presented the background to the research problem, the statement of the research problem, the purpose of the study and subsequently the specific research objectives. The significance and scope of the study as well as the definition of key terms and concepts have also been presented. The following chapter presents literature review of this subject under study and chapter three explains the research methodology that was used. Chapter four presents results and findings and finally chapter five which presents a summary of the study through a short discussion, conclusions and recommendations.
CHAPTER 2
2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on the subject matter. The chapter looks at information from researchers who have been involved in almost similar studies and has tried to present it in a summarized format. The areas which have been covered in this chapter are Operations of Global Institutions, UNDP, role of UNDP in democratic governance which include; democratic governance, human rights, peacebuilding and cohesion & integration. The other aspects covered include challenges faced in promoting democratic governance as well as approaches of enhancing UNDP’s operations for democratic governance which focuses on responding to globalization, governance practices and national policies.

2.2 Effects of UNDP on Democratic Governance

Only efficient governance institutions are growth-promoting. They encourage individuals to engage in productive activities by providing appropriate incentives and establishing a stable structure of human interactions, which reduce uncertainty. Chu (2003) argues that affluence in developed countries is a cumulative result of efficient institutions; poverty in poor countries is a result of inefficient institutions. According to Ferreira (2010), successful institutions are both contract-enforcing and coercion-constraining; that is, they reward production and exchange rather than expropriation and redistribution. However, the institutional frameworks in developing countries usually favour activities that promote redistributive rather than productive activity, that create monopolies rather than competitive conditions, and that restrict opportunities rather than expand them.

Coate (2009) argues that global institutions connect people to knowledge, experience and resources to build better lives. UNDP promotes decent work for all and gives cost-effective and innovative support to projects that are helping Kenya to achieve its development goals. The United Nations is helping the Government of Kenya to root out corruption, move towards good governance and implement the rule of law. Poor governance is one of the three major causes of poverty in Kenya, according to the 2002–
2008 National Development Plan, which focuses on poverty alleviation as a development objective. The others are HIV/ AIDS and gender imbalance.

Kenya was considered a pariah nation by the international community during the 1980 and 1990s, and the country faced crises of development and donor confidence. Many national institutions had simply ceased functioning because of poor governance, and donors were withdrawing their support. Corruption, lack of accountability and inefficiency had become commonplace, development stalled, and big and small development projects crumbled.

2.2.1 Governance Programs

The UNDP governance programme was initiated after the introduction of multi-party politics in the early 1990s at a time when the concept of governance was not fully understood or accepted after years of authoritarian and one-party rule (UNDP, 2006). Governance programs target law reform, voter education and the electoral process, the judiciary and parliament, as well as the devolution of power (Acemoglu, 2009). Over a period of eight years the United Nations, through UNDP, provided more than US $8 million to the governance programme, helping to transform the country’s political landscape and pave the way for a new political approach. While the UNDP governance programme provided the main thrust for the United Nations work on governance, other agencies incorporated governance issues, such as gender awareness, in their programmes.

As Baber and Bartlet (2009) concede, institutions with a global responsibility train citizens of host countries in leadership skills as well as integration of gender into these programmes. The UNDP governance programme helped to build participatory democracy in the country, working with the office of the Attorney-General, the Electoral Commission, the Judiciary, Parliament and the Ministry of Local Government as some of the leading players in governance and the rule of law. UNDP also worked with various non-governmental organisations, such as the Institute of Education and Democracy and the local chapter of the International Federation of Women Lawyers, and it worked with the office of the Attorney General to review penal and rights-based laws. Such reviews led to the abolition of the law on detention without trial and the repeal of the repressive aspects of the Chiefs Act.
2.2.2 Human Rights Advocacy
Whereas trans-governmental networks are already well embedded today, global governance through inter-regionalism is more incipient. UNDP facilitates the protection and enhancement of human rights by assisting the Government’s Standing Committee on Human Rights, which has now been established as a fully fledged independent National Commission on Human Rights. UNDP also helped the judiciary to focus on reducing its backlog of cases and to improve the operational capacity of the courts, and it supported a review of the administration of justice that resulted in the 1998 Kwach Report (UNDP, 2006). The judicial review eventually led to a surgical reform of the Judiciary that saw the Chief Justice, some High Court judges and magistrates dismissed over corruption charges. This calls for some balance between forms and functions—the importance of institutional forms should not be ignored, but institutional diversity should not be denied either.

The pattern of global economic integration also displays some sharp inequalities. Whether measured in terms of trade, capital flows, foreign investment, technology transfers or activities of transnational enterprises, most transactions take place among developed countries. Linkages with developing countries have expanded significantly in recent years, but there is a marked concentration of direction: a handful of countries account for the majority of flows (Donald & Mottershaw, 2009). Transnational corporations have played a central role in this process through internationalization of production, transfer of technology, managerial and technical skills, foreign investment, marketing, international staff recruitment, promotion of trade and advertising. Appropriate political institutions must be supportive of economic institutions.

2.2.3 UNDP in Peacebuilding
Through the UNDP Kenya project, the Ministry of Justice and Reconciliation gave support to the coalition government on consensus building around contentious issues of the draft constitution. Several meetings and retreats were organized for coalition partners’ representatives and the cabinet. UNDP Kenya also offered technical support to the coalition government in consensus building and public awareness activities on the new constitution. Rodrik (2006) also pointed out that global institutions are very much
apparent both in the developed and developing countries where important institutional differences persist.

In the field of peacemaking and peacekeeping, Kenya and the United Nations have found a common ground for collaboration, not only in the African region, but in the world at large. With the support of the United Nations, Kenya has played a crucial role in peace building in the troubled regions of the world. Kenya’s participation in United Nations peacekeeping operations spans over two decades. This covers 18 missions in which more than 10,000 Kenyan troops have served in distant lands to bring peace and hope to victims of violence. The deployment of Kenyan soldiers abroad has exposed Kenyans to soldiering in politically charged international and inter-cultural situations. This has no doubt enriched their military experience and worldview (UNDP, 2013).

Mantilla (2009), for instance, has shown that resource endowments are important for growth only as mediated through institutions, for instance by providing more or less favourable conditions for the emergence or survival of certain types of institutions. The peacekeeping assignments have offered Kenyan troops unique opportunities to hone their professional skills. In 2001 Kenya was ranked the sixth largest contributor to United Nations Peacekeeping Missions. Currently Kenya has peacekeepers in nine countries in Europe and Africa. In Africa, Kenyan peacekeepers have seen service in Cote d’Ivoire, Liberia, Sierra Leone, Ethiopia and Eritrea, and in eastern Democratic Republic of Congo. The centrality of Kenya in international peacekeeping in Africa was underscored in 2002 when the Government set up a training centre for its soldiers who are called upon to participate in United Nations peacekeeping operations. The centre, partly funded by the United Nations, also attracts participants from other African countries (UNDP, 2013).

2.2.4 Peace Initiatives
In addition to these peacekeeping ventures, the global institutions have collaborated in peace initiatives, most notably in supporting peace negotiations for war-torn countries, where peace accords were successfully brokered (Eicher & Leukert, 2006). The Sudan peace process was concluded in the town of Naivasha in Kenya, leading to the setting up of a Government of National Unity in Khartoum in which the former rebels fighting for the autonomy of southern Sudan are now partners in the Government. The Somali accord, also mediated by Kenya, led to the election of a president and parliament in preparation
for the establishment of a government in Somalia. It is worth noting that Kenya’s own development is dependent to an important degree on peace in neighbouring countries. Currently, Kenya hosts two Special Representatives of the Secretary-General, working on the Great Lakes peace conference and on peace in Somalia.

Through UNIFEM, the United Nations has also worked to integrate women’s voices into the peace negotiation process. A major initiative, the establishment of the African Women in Crisis Umbrella Programme, was hosted in Kenya. It was developed to provide support to women caught up in crisis, and include their voices in peacekeeping initiatives. All of these peacemaking and peacekeeping roles have taken place against a backdrop in which Kenya has hosted, and continues to host, thousands of refugees from countries in the region that have suffered from armed conflicts. According to UNHCR (2012) the refugees receive aid from UNHCR in the form of food, shelter, medical aid, education and repatriation assistance. Today Kenya hosts some 218,000 refugees: 127,000 (mainly Somalis) in the Dadaab camp, and 91,000 in Kakuma camp. The Kakuma camp is mainly inhabited by refugees of Sudanese origin. In both locations there are refugees of various other nationalities including Ethiopians, Congolese, Eritreans, Rwandese, Burundians and Ugandans (UNHCR, 2012).

### 2.3 Challenges and Constraints Facing Democratic Governance

Global challenges such as pandemics, refugees flows, transnational crime, and climate change demand updated global institutions fit for the 21st Century. There has been a marked acceleration in the tempo of globalization in recent years. Its scope has also widened beyond the realm of economy to embrace the domains of social, cultural and political norms and practices (Heine & Thakur, 2011). This powerful thrust has been associated with far-reaching consequences for economic well-being, social structures and political processes in countries around the world. The different parts of the world have become so interdependent in so many ways that it is no longer possible to understand their socio-economic problems, much less to do something about them, without taking into account the play of global forces.

Today’s global governance institutions take multiple constitutional forms. Some global governance agencies are intergovernmental organisations, that is, formal bodies based on state membership. Others are trans-governmental networks, that is, informal
arrangements of global collaboration amongst national regulators. Some are interregional apparatuses that bring together officials from different macro-regional units such as Europe and Asia. Others are trans-local arrangements that assemble sub-state authorities (for example, counties) from various continents. Many dimensions of global governance today are suffering a legitimacy crisis due to democratic deficits. Overall, the number of global problems requiring international cooperative solutions has expanded much faster than the capacity and needed speed to deal effectively with them, affecting their credibility and perceived effectiveness: more and more people are questioning the actions, processes and leadership of global governance institutions (Heinze, 2009).

UNDP recognizes that developing countries should increasingly play a crucial role - both to shape and deliver global governance and that this entails opportunities but also new responsibilities. The purpose of UNDP projects in rigid societies is to assess and improve processes, and thereby outcomes, of the social and economic development. The performance of UNDP projects in countries like Kenya is likely to be determined by a numbers of factors. The political and economic challenges facing the authorities are formidable (Kesselman, 2013).

According to Fritz and Rocha (2007) the process of globalization has been accompanied by major changes in the role and responsibilities of a wide range of institutions, i.e. families, communities, civil society institutions, business corporations, states and supranational organizations. One of the important consequences of the changes associated with globalization has been increased insecurity at the level of the individual and the family. As the challenges requiring global responses have expanded, so has the range of state and non-state actors seeking to influence global decisions. The rise of large emerging economies is of particular significance, as their economic power and reach provide a firm foundation for greater geopolitical influence. This, in turn, not only affects individual welfare, but has broader economic, social and political impacts as well.

2.3.1 Political and Economic Challenges

Major challenges in mandates, legal frameworks and commitment include need for more clarity on roles and responsibilities of ministries, inadequate participation of government institutions in community level projects, land disputes/absence of land tenure laws. Some obvious constraints include unclear and evolving legal frameworks, low level of legal
capacity, disagreements between different levels of authority (ministerial/regional) that lead to delays in implementation of donor funded projects and some allegations of donor funds mismanagement. Global institutions have not only persisted for over five decades, but they have also expanded their mandates, changed their missions, and increased their membership. Each of these institutions has promoted the adoption of market-friendly policies, and part of the reaction against them has been connected to these policies (Willetts, 2010).

According to United Nations Economic and Social Council [UN ECOSOC] (2009) international organizations encompass large geographical domains and are therefore inherently unable to support direct democratic deliberation and decision. In this view, international institutions lack democratic legitimacy to the extent that they bias policy-making in a neoliberal direction and fail to promote the necessary social protection to offset the expansion of markets and the concentration of wealth. However, these systems are democratically legitimate to the extent that they afford active individuals a meaningful and equal opportunity to influence policy outcomes.

At the most basic level, it can be argued that modern liberal democracies suffer from a number of structural characteristics that prevent them from tackling global collective action problems in general. Concerns such as these have generated scepticism about the compatibility of democratic forms of governance with the need for the drastic and urgent changes in policy required to combat climate change (Paffenholz, 2009). The implication is that they are unable to meet the scale of the challenge posed by climate change, and that more coercive forms of government may be necessary. Deliberative democrats advocate that democracy moves away from any notion of fixed and given preferences, to be replaced with a view that democracy should become a learning process in and through which people come to terms with the range of issues they need to understand in order to hold defensible positions. In shifting from policy commitments to real and binding action, democracies have all too often been unable to override the problems of short-termism, collective action and other democratic and governance factors.

2.3.2 Budgeting Constraints
The cost constraints in project implementation refer to the budgeted amount available for the project. Budgets can be constructed at detail or summary level, incorporating up-to-
date actual to aid forecasting. Budget gives users the power to monitor performance and improve decision making, helping to maximize performance. According to Mudau, Mogorosi and Thabede (2005) budgets provide the ability to construct cost budgets, charge budgets and bill schedules for time, expenses and disbursements. Budgets can be created at a summary or granular level and by up to three dimensions - such as period, resource category and activity. Budgets entered in financial values may be entered in any valid currency. This module is designed to make the budgeting process easy and intuitive whilst providing a high level of functionality. Cost and charge budgets can be recorded in base or foreign currency whilst contract values can be held at project level, independent of the charge budget and any fixed price bill schedule.

Organizations such as UNDP can itemize the disbursement cost forecast in detail then subsequently link it to purchase orders for tracking and authorizing of invoices received. It is also possible to extract actual values into previous periods when forecasting (Asteris, 2002). To develop an approximation of a project cost depends on several variables including: resources, work packages such as labor rates and mitigating or influencing factors that create cost variances. Tools used in cost analysis are, risk management, cost contingency, cost escalation, and indirect costs. But beyond this basic accounting approach to fixed and variable costs, the economic cost that must be considered includes worker skill and productivity which are calculated using various project cost estimate tools.

In budgeting of UNDP projects, financial intermediaries are perhaps the dominant source of selection shaping the environment within which new ventures evolve. According to Molloy and Silla (2008) financing problem has always been the key factor affecting the performance of donor funded projects in developing countries. When a successful organization invests time, money, and other resources in a project, its primary concern is always what it is getting in return for its investment. It is the responsibility of the project manager to ensure these projects stay on schedule and within their approved budget. Because of the weakness of government fiscal systems, and to ensure funds are in fact used for the agreed budgeted expenditures, counterpart resources are not administered through the treasury general account, but rather through the establishment of special
accounts which could be separately managed and audited to ensure that resources are used in line with agreed priorities.

2.3.3 Cooperation, Coordination, Participation and Information Sharing
The other challenges involve cooperation, coordination, participation and information sharing. There is lack of coordination among donors, lack of information sharing among government ministries and different planning approaches used by different agencies. Coupled with these are bureaucratic procedures and other challenges such as delays in signing of project agreements, delays in selection process for training inside and outside the country, delays in disbursement of funds by donors, delays in contract processing, delays in payment processing and delays in implementation of letters of agreements. Many domestic policies such as intellectual property laws, environmental policy, domestic subsidies, and tax laws, are now seen to affect trade flows and hence to reside within the World Trade Organisation’s (WTO) jurisdiction. The institutional infrastructure and capacity challenges include lack of population data, weak social services in rural areas, poor absorptive capacities of ministries/agencies and poor infrastructure as well as limited know-how and lack of facilities at Ministerial and NGOs' levels interventions.

2.3.4 Human Resources Capacity
The institutions that remain at the core of contemporary global governance were designed during a time of economic closure; strong, centralized national governments; and a profound international cleavage between capitalist democracies and authoritarian regimes (Weiss & Thakur, 2010). As Mantilla (2009) argues, this system relies on reciprocity, attempting to balance countries’ gains and losses. The WTO has been conducting the new Doha Round of trade negotiations, which is intended to address the problems of the developing countries more directly. Staffing needs also come with challenges of high number of aging staff and high turnover, ministries were under staffed and under-resourced and limited skills. Duplication, evaluation and sustainability of projects are the major challenges in this area. In addition, there is huge volume of projects with limited resources.
2.3.5 Lack of Sustainability of Projects

Some of the other challenges that can be observed here include lack of sustainability of projects, duplication of projects, and weak monitoring and evaluation mechanism. These challenges are amplified further by high rate of inflation that affect budget management and created decline on beneficiaries’ purchasing power, unstable weather conditions and the combined effect of recurrent droughts and HIV/AIDS that impeded development.

Ensuring a stable international monetary system to promote trade and growth was International Monetary Fund (IMF) central mission. The IMF dealt less with the developed countries and more with the developing ones. It provided long and short term loans at below-market interest rates for countries in all sorts of economic difficulty, making it less distinct from the World Bank (Weiss, Carayannis & Jolly, 2009).

Promoting economic growth as well as resolving specific crises became its mission, which meant that ever more countries became involved in these so-called structural adjustment programs. Indeed, as Vreeland notes, in 2000 alone the IMF had programs with more than sixty countries. These changes made the IMF more similar to the World Bank. Formed after World War II, the Bank concentrated mostly on reconstruction and later on development. In 1960, with the formation of the International Development Association (IDA), the Bank moved further toward economic development programs. Many countries over the years have received both IMF and World Bank loans, often simultaneously.

2.4 Approaches of Enhancing UNDPs Operations in Kenya for Democratic Governance

The global institutions have certainly helped provide monitoring and information. But the monitoring and information provision have been asymmetric; it is the developing countries that are monitored and provide more information than otherwise. This action, however, may make the developed countries and private investors more likely to trade with, invest in, and provide loans to the poor countries, but the terms of these agreements have often imposed multiple and powerful conditions on the developing countries that may have impeded their growth (Paffenholz, 2009). Facilitating reciprocity has been a central function attributed to international institutions. Trade agreements have often been very asymmetric and the aid and lending programs are often one way. Finally, the ability
to alter domestic politics by creating support or locking it in for reform has been less studied, but seems to clearly have had an impact (Scholte, 2011).

The impact of the international institutions on the developing countries and their domestic situation has been powerful but not always clear. The difficulties faced by the international institutions in providing benefits for the developing countries have arisen from various sources as indicated by Bird (2010). It may be the case that globalization has simply overwhelmed these institutions and that their impact is minor compared to other factors, especially with a large and open world economy, and it is likely that domestic weaknesses account for part of their poor performance. But their problems may also lie in the pressures exerted by the large, developed countries and private producers and investors. Both of these groups have shaped the functioning of the institutions.

Ferreira (2010) also noted that formal institutions are embedded in a political culture, that is, the matrix of informal norms, values, traditions, and historical path-dependencies. Even the best institutions will not work well in the absence of a supportive political culture. Alternatively, seemingly less optimal formal institutions can often be made to work given the right leadership, judgment, and political will. There are times when it is preferable to work within the context of imperfect existing institutions, rather than use up political capital on long-term institutional reforms. It is quite impossible to separate out the economic impacts of globalization, however defined, from those of the preceding factors. There is the further difficulty arising from the time period over which the analysis is carried out.

The immediate and short-term impacts of global institutions may turn out to be very different from those of the medium and long term. Despite these qualifications, it is important to stress that the processes of globalization tend to produce certain socio-economic effects (Global Policy Forum Europe, 2007). It is clear that globalization has promoted efficiency gains in a number of ways. Static gains accrue whenever market distortions are reduced or eliminated. Globalization has been associated with wide-ranging reductions in barriers to the movement of goods, services and factors of production. According to Kirsten (2010) the greater competition brought about by globalization has also produced dynamic efficiency gains through improvements in management and technology. Likewise, the replacement of state enterprises by private
corporations has in many cases resulted in efficiency gains. The value of efficiency gains is clearly greater when they occur in periods of full utilization of resources than when they merely add to unemployment and excess capacity.

Unfortunately, the coincidence of globalization with economic crisis and stagnation has meant that in most countries the efficiency gains due to improved resource allocation appear to have accentuated the problems of poverty, unemployment and inequality (UNDESA, 2010). It may be argued that these reforms have laid the basis for more rapid and efficient growth in the medium to long term, but this remains to be seen. With regard to growth, there may again be conflict between short- and medium-run considerations. Increased competition nationally and internationally has resulted in relentless pressures to reduce costs and enhance productivity, inter alia, through reductions in employment and wages. Furthermore, this has contributed to increased uncertainty about job prospects.

The effect has been to reduce aggregate consumer demand. Governments have also been constrained to restrain or reduce public expenditures to decrease budget deficits and control inflation (UNDESA, 2009). Increased integration of factor and product markets has effectively undermined the ability of most countries to pursue expansionist policies to stimulate demand and promote employment. At the same time, there is no effective machinery at the international level to co-ordinate the macro-policies of individual countries.

Any initiative to lower interest rates or increase public expenditure or bank lending leads to market “overreaction” in terms of capital flows, exchange and interest rate changes and creditworthiness. In effect, markets hold a veto on the macro-economic policies of governments, with countries having thus become prisoners of global markets. Many scholars have argued that countries should benefit from these institutions (Donald & Mottershaw, 2009; Weiss et al, 2009). States rationally decide to join them; therefore, they join only if the net benefits are greater than those offered by staying out of the organization. The net utility derived from joining could be negative, but less negative than that incurred by remaining outside the institution.

As Acemoglu (2009) has argued, if the most powerful states define the alternatives open to the developing countries and set up multilateral institutions, the developing countries
can be better off by joining them than staying outside, but worse off than if the institutions never existed. The rush lately by all countries to join these institutions suggests that developing countries have found them to be more beneficial than the alternative of staying out, but it does not moot the question of whether they would be better off without any of these multilateral institutions in the first place. The presence of United Nations agencies in Kenya not only makes the United Nations an important partner in Kenya’s development, but also makes Kenya an important country to the United Nations in the eastern African region, Africa and the world.

2.4.1 Responding to Globalization
The powerful, rich countries have bargained hard within these institutions to advance their own interests. Private producers and investors have directly and indirectly affected the performance of the institutions through their central role in the world economy. All of these institutions were established to support and facilitate private trade and capital flows, not to supplant them. As Bayefsky (2010) suggests one cannot overlook the claim that part of the problems arises from the internal organization and procedures of the institutions themselves. Making loans and imposing conditions may be more important for career advancement than measuring the impact of these activities on the developing nations.

The current wave of globalization is a classic example of rapid economic change in need of an institutional infrastructure that could guarantee stability and growth at global, regional and national levels (Mantilla, 2009). Several proposals of reform have been put forward in the last few years regarding the governance structure of the global economy and the global politics. These proposals have focused on the mission of the U.N system and the Bretton Wood institutions and other operative aspects of these institutions. It is important to remember that global and regional institutions, either the UN or the Bretton Woods institutions are “owed” by national governments and therefore their reform will reflect the priorities of their member countries, particularly of those who make the largest financial contributions to these institutions (Paffenholz, 2009). In general, it is fair to say that developing countries have a relatively limited ability to effectively affect the decision-making processes that affect the world economy and its global institutions.
2.4.2 Governance Practices

Another area of governance is the regulation of banking systems and the enforcement of capital standards and other practices of prudent banking behavior. The global governance according to UNDESA (2010), would be a global financial regulator performing the tasks of authorization, provision of information, surveillance, enforcement and development of policy. An adequate balance between global and regional institutions requires an understanding of the comparatives advantages and corporate capabilities of each type of institution. Regional financial institutions often have certain informational advantages about realities of member countries over global institutions which, by design, accommodate a larger set of countries from different continents (Weiss & Thakur, 2010). Knowledge and local ownership of programs are essential to ensure a good development impact of projects and the political feasibility of the policy advice given by lending institutions.

2.4.3 National Policies

A well functioning institutional system at world scale requires that reforms in global and regional institutions are complemented by reforms in national institutions and policies. In that sense, there must be a basic consistency between the global economic regime promoted by the global institutions and the policy regimes at national level. For example, if global institutions promote free trade, then the trade regime of member nations must be consistent with an open trade system. In turn, global priorities and global rules of the game, must ultimately be consistent with the national priorities of developed, developing and transition economies. This exercise at harmonization of priorities and policies at the different levels is not simple, again developing country voice and representation matters here (Willetts, 2010).

It is often argued that globalization, besides its potential for enhancing global growth, tends to reduce the influence of domestic economic and social policies on development outcomes. Thus, an important question is to what extent it is possible to design national policy packages that regain a greater degree of national autonomy in pursuing policy objectives of full employment, stable growth and a more equitable income distribution (Kirsten, 2010). A focus on vulnerability-mitigation policies and social equity is appropriate. At the level of macroeconomic policy, the issue is how to define exchange
rate, fiscal policies, capital account regimes (e.g., including a discussion of taxes on short-term capital flows) that reduce the vulnerability of the national economy to external shocks and global business cycles. In the field of macroeconomic management, there is a need to explore the room for counter-cyclical fiscal policy. Regarding the exchange rate regime, flexible exchange rates, dollarization, currency boards and monetary unions are being considered now as better alternatives than fixed exchange rates and exchange rates bands (Mantilla, 2009). However, it is useful to remember that exchange rate regimes need to be discussed along with other policy fundamentals.

2.5 Chapter Summary
The foregoing literature review shows that there is imminent contribution of global institutions to the betterment of governance in many countries. It is however worth noting that even with the contribution of UNDP and other international institutions like World Bank and IMF, Kenya still lags behind in terms of governance. This raises the questions as to what hinders better and more democratic governance of the country even with all these efforts. This study therefore focused on establishing the role of global institutions on democratic governance in Kenya where the context of focus was the UNDP.

The chapter reviewed the available information on role of global institutions on democratic governance in Kenya where it was focused on operations of global institutions and UNDP, effects of UNDP on democratic governance, challenges faced in promoting governance and approaches of enhancing UNDPs operations in Kenya for enhanced democratic governance. The next chapter presents the methodology that was used in this study.
CHAPTER 3

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines and explains the methodology that was used in achieving the objectives of the study. This chapter comes after reviewing the available literature on the role of global institutions on democratic governance in Kenya where the context of focus was the UNDP. The following subsections are covered; research design, target population, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

A research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions. This research problem was studied through the use of a descriptive research design. According to Cooper and Schindler (2006), a descriptive study is concerned with finding out the what, where and how of a phenomenon. This study therefore was able to generalize the findings to all the enterprises. The researcher used both qualitative and quantitative methods in collection, analysis and management of the data and information. The data collection process entailed various instruments such as interview guide for conducting the experience surveys of key informants and also well-structured questionnaires to capture the quantitative data.

The underlining concept is to select several targeted cases where an intensive analysis identified the possible alternatives for solving the research questions on the basis of the existing solution applied in the selected case study. The study attempts to describe and define a subject, often by creating a profile of group of problems (Cooper and Schindler, 2006). This offered an enhanced understanding of the relationship that exists among the variables and the researcher had no control of variables in sense of being able to manipulate them. The study thus used analytical and predictive models in order to establish relationship between the dependent, independent and moderating variables using multiple regression and correlation analysis.

Descriptive survey design is flexible enough to provide opportunity for considering different aspects of a problem under study. This design is further appropriate for this study since the research is intended to produce statistical information about the aspects of
the research issue (in this case democratic governance) that may interest policy makers and other stakeholders within the governance sector. Apart from measuring and describing characteristics of the variables of interest, the method also allows for the researcher to carry out analysis, interpret and report findings as they exist without any manipulation. The study adopted a descriptive survey design to assess the state of the distributions and the interrelations of variables that influence democratic governance in Kenya.

3.3 Population and Sampling Design

3.3.1 Population

Population was defined as the total collection of elements about which researchers seek to make inferences (Cooper and Schindler, 2006). Target population refers to an entire group of individuals who have common observable characteristics (Mugenda, 2008). The more specifically a population of interest is defined, the better the ability to describe and explain the behavior intended to be studied. This study targeted the 95 management staffs working in the UNDP offices in Nairobi as well as the 105 management staffs in the Ministry of Planning. Others included the 100 stakeholders and beneficiaries of the UNDP projects in Nairobi Kenya (such as the NGOs, refugees and the IDPs). In order to obtain views aimed at investigating the effects of global institutions (i.e. UNDP) on democratic governance in Kenya the 300 possible respondents were considered for the study. Mugenda (2008), explain that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study. The population distribution was as summarized in table 3.1.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Sections</th>
<th>Population (Frequency)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDP offices</td>
<td>95</td>
<td>31.7</td>
</tr>
<tr>
<td>Ministry of Planning</td>
<td>105</td>
<td>35.0</td>
</tr>
<tr>
<td>Other stakeholders and beneficiaries</td>
<td>100</td>
<td>33.3</td>
</tr>
<tr>
<td>Total</td>
<td>300</td>
<td>100.0</td>
</tr>
</tbody>
</table>
3.3.2 Sampling Design

The ability to generalize from a sample to the population depends critically on the representativeness of the sample. A representative sample is one that shares a wide range of attributes found among the wider population and “a careful selection of a research sample allows a researcher to generalize findings from the sample to the population. Sample size is finite part of a statistical population whose properties are studied to gain information about the whole. Sampling is selecting a given number of subjects from a defined population as representative of that population.

3.3.2.1 Sampling Frame

The sampling frame is an objective list of the population from which the researcher can make his/her selection. A sampling frame should contain a complete and up to date list of all that comprise the population for the research (Denscombe, 2010). The sampling frame describes the list of all population units from which the sample was selected (Cooper & Schindler, 2006).

The study therefore drew its sample from list of 300 respondents who form the population of this study. The sample size was drawn from the sampling frame involving UNDP officials, Ministry of Planning staff, other stakeholders and beneficiaries of the UNDP democratic governance projects in Kenya.

3.3.2.2 Sampling Technique

After a suitable sampling frame and the sample size are established, then the most appropriate sampling technique is selected (Saunders, Lewis, and Adrian, 2009). In this study, stratified random sampling technique was used. Sampling techniques provide a range of methods that facilitate to reduce the amount of data need to be collected by considering only data from a sub-group rather than all possible cases or elements. At the time of conducting research, it is often impossible, impractical, or too expensive to collect data from all the potential units of analysis included in the research problem. A smaller number of units, a sample, are often chosen in order to represent the relevant attributes of the whole set of units and the population.

Cooper and Schindler (2006) argue that if well chosen, samples of about 10% of a population can often give good reliability. Stratified random sampling technique was
used since population of interest was not homogeneous and could be subdivided into groups or strata to obtain a representative sample. The study selected a section and particularly the management staffs (working in UNDP offices and Ministry of Planning) and community leaders and representatives from various NGOs and human right movements since they are conversant with the role of global institutions on democratic governance in Kenya.

3.3.2.3 Sample Size

From the initial population of three hundred, a sample of 20% was selected from within each group in proportions that each group bears to the study population. This sample is twice the sample size of 10%, which Cooper and Schindler (2006), argue that would be reliable. This generated a sample of 60 respondents which the study sought information from. This made it easier to get adequate and accurate information necessary for the research. The selection was as follows.

**Table 3.2: Sample Size Distribution**

<table>
<thead>
<tr>
<th>Sections</th>
<th>Population (Frequency)</th>
<th>Sample Ratio</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDP offices</td>
<td>95</td>
<td>0.2</td>
<td>19</td>
</tr>
<tr>
<td>Ministry of Planning</td>
<td>105</td>
<td>0.2</td>
<td>21</td>
</tr>
<tr>
<td>Other stakeholders and beneficiaries</td>
<td>100</td>
<td>0.2</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
<td><strong>0.2</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

Primary data was collected for this study with very minimal secondary data used mainly for background information. According to Ngechu (2004) there are many methods of data collection. The choice of a tool and instrument depends mainly on the attributes of the subjects, research topic, problem question, objectives, design, expected data and results. This is because each tool and instrument collects specific data. Also, Best and Kahn (2004) state that data may be collected by a wide variety of methods. Primary data is gathered and generated for the project at hand. Primary data is information gathered directly from respondents and for this study questionnaires were used. Secondary data
used involved the desk review of published reports and information from sources such as annual reports and project progress reports. Secondary data was collected using tables and short notes.

The study used a survey questionnaire administered to each member of the sample population. The questionnaire had both open and close-ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. The closed ended questions were used to test the rating of various attributes and this helped in reducing the number of related responses in order to obtain more varied responses. The open-ended questions provided additional information that might not have been captured in the close-ended questions. The questionnaire was carefully designed and pre-tested with a few members of the population for further improvements. This was done in order to enhance its validity and accuracy of data collected for the study.

The questionnaire designed for this study has four parts, with each part aimed to capture unique data. Part A was used to capture data on details of the institution where the respondents work and their background information. Part B was designed to get data on the effects of UNDP on democratic governance in Kenya while part C captures data on the challenges faced in promoting democratic governance. The final part D contains data on ways of addressing challenges faced in promoting democratic governance.

A five-scale Likert measurement was used to assess the respondents thoughts about the effects of global institutions on democratic governance in Kenya where the context of focus was the UNDP. The respondents were provided with statements to which they were expected to agree, strongly agree, remain neutral, disagree, or strongly disagree. In addition the extents to which various aspects of UNDP affects the democratic governance in Kenya were provided in a five point likert scale where the respondents checked on a scale of 1 to 5 such that 1= no extent, 2= little extent, 3= moderate extent, 4= great extent and 5 is to a very great extent. The effects of UNDP on democratic governance in Kenya were assessed by providing a wide range of possible determinants from which the respondents were required to assign a value depending on how strongly each factor explains their success or failure.
Secondary data was also collected for this study. This data was useful for generating additional information for the study from already documented data or available reports. Cooper and Schindler (2006) further explain that secondary data is a useful quantitative technique for evaluating historical or contemporary confidential or public records, reports, government documents and opinions. Mugenda (2008) adds that, numerical records can also be considered a sub category of documents and that such records include figures, reports and budgets. This basically implies the incorporation of valuable statistical data in the study.

3.5 Research Procedures
The study administered the questionnaire individually to all respondents of the study. The drop and pick later approach whereby the questionnaires are distributed and picked after a short time was used. The study exercised care and control to ensure all questionnaires issued to the respondents were received by maintaining a register of questionnaires sent and received. The duration for responding to the questionnaire was flexible, but the approximate time was determined after the piloting of the research instrument.

The reason for carrying out a pilot study is to test and may be revise, before finalizing, the materials and the methods being used. The study carried out a pilot study to pretest and validate the questionnaire. This was in line with a qualitative research design methodology employed in this research project. Cooper and Schindler (2006) indicated that a pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. A pilot study was conducted when a questionnaire was given to just a few people with an intention of pre-testing the questions.

Pilot test is an activity that assists the research in determining if there are flaws, limitations, or other weaknesses within the interview design and allows him or her to make necessary revisions prior to the implementation of the study. The pilot study allows for pre-testing of the research instrument. The clarity of the instrument items to the respondents was established so as to enhance the instrument’s validity and reliability. To establish the reliability and validity of the research instrument the study sought opinions of experts in the field of study especially the study’s supervisor and scholars in the areas
of governance. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity.

Cronbach’s Alpha was applied to measure the co-efficient of internal consistency and therefore reliability of the instrument. In order to check reliability of the results, study used Cronbach’s alpha methodology, which is based on internal consistency. Cronbach’s alpha measures the average of measurable items and its correlation. SPSS software was used to verify the reliability of collected data. Overall scales’ reliability of the present situation and the desirable situation was tested by Cronbach's alpha, which should be above the acceptable level of 0.70 (Mugenda, 2008). Alpha above the value of 0.7 was considered acceptable. Construct validity technique was used to test the validity of the instrument.

Validity is a measure of the degree to which data obtained from the instrument accurately and meaningfully represents the theoretical concept and in particular how the data represents the variables. Where validity has been established, any inferences made from such data would be accurate and meaningful (Mugenda, 2008). The validity of this study was enhanced by using various sources of evidence from data collected from UNDP’s departments.

To ensure a high response rate, a record of daily activities showing the number of questionnaires completed and interviews conducted by each research assistant were religiously kept to track the completed questionnaires. There was then constantly follow with respondents for questionnaires not returned.

3.6 Data Analysis Methods
Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories. Data collected was purely quantitative and it was analyzed by descriptive analysis. The descriptive statistical tools such as Statistical Package for Social Sciences (SPSS) and MS Excel helped the researcher to describe the data and determine the extent used. The findings were presented using tables and charts. The Likert scales were used to analyze the mean score and standard deviation. This helped in understanding the role of global institutions on democratic governance in
Kenya where the context of focus was the UNDP. Data analysis used frequencies, percentages, means and other central tendencies.

Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations, frequencies and Karl Pearson’s coefficient of correlation. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS. Tables were used to summarize responses for further analysis and facilitate comparison on the effects of UNDP on democratic governance in Kenya.

Karl Pearson’s Coefficient of correlation ($r$), is a measure of linear dependence between two variables and is defined as the covariance of the two variables divided by the product of their standard deviations. This means if there is one dataset {$x_1,...,x_n$} containing $n$ values and another dataset {$y_1,...,y_n$} containing $n$ values then that formula for $r$ is as shown below:

$$r = r_{xy} = \frac{\sum_{i=1}^{n}(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^{n}(x_i - \bar{x})^2} \sqrt{\sum_{i=1}^{n}(y_i - \bar{y})^2}}$$

The variablse, $n$, $x_i$, $y_i$, $\bar{x}$, $\bar{y}$ represent; number of elements in a dataset, one variable, second variable, mean of elements in dataset $x$ and mean of elemnets in data set $y$, respectively.

Content analysis was used to test data that is qualitative in nature or aspect of the data collected from the open ended questions. Content analysis uses a set of categorization for making valid and replicable inferences from data to their context. This offered a quantitative and qualitative description of the objectives of the study. This generated quantitative reports through tabulations, percentages, and measure of central tendency as well as correlation analysis. Cooper & Schindler (2006) notes that the use of percentages is important for two reasons; first they simplify data by reducing all the numbers to range between 0 and 100. Second, they translate the data into standard form with a base of 100
for relative comparisons. This provided the generalization of the findings on the effects of global institutions on democratic governance in Kenya

3.7 Chapter Summary
This chapter detailed the methodology for the study, highlighted the research design, and method. It also looked at the tools used in gathering data, data collection procedure and data analysis. This chapter sets the stage for chapter four (presentation of results) as it offers the researcher an opportunity to underline his research framework and offer results for the study. The following chapter presents the analysis and findings of the study.
CHAPTER 4
4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents analysis of results and findings of the study as set out in the research methodology. The results are presented on the effects of global institutions like UNDP on the democratic governance in Kenya, the challenges faced in promoting democratic governance in Kenya and the possible ways of addressing such challenges. The response rate for this study was 90 percent, a response level which is acceptable for this kind of study. The study results and findings are presented in form of tables showing frequencies and percentages.

4.2 Background Information

This section highlights the general information of the aspects of the study. It gives an indication of the number of respondents per category, and the composition of the respondents in this study. Data was collected from fifty four respondents out of the targeted sixty. This information is presented in the sections under gender of the respondents, departments where the respondents are drawn from, highest academic qualification, respondents’ designation and work experience.

4.2.1 Response Rate

The study targeted the top, middle and low level management staffs working in the UNDP offices in Nairobi and the Ministry of Planning as well as other stakeholders and beneficiaries of the UNDP democratic governance projects in Kenya to indicate their opinions on the role of global institutions (like UNDP), on democratic governance in Kenya. The study targeted 60 respondents. Of the questionnaires administered, there was a response rate of 90%. This is reflected through Table 4.1 below.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>54</td>
<td>90.0</td>
</tr>
<tr>
<td>Not responded</td>
<td>6</td>
<td>10.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>
According to the data presented in Table 4.1, out of 60 questionnaires that were distributed, 54 respondents filled and returned the questionnaires. This accounted for 90% response rate. The response rate conformed to Mugenda (2008) that for generalization, a response rate of at least 50% is adequate for analysis and reporting, 60% is good and a response rate of 70% and over is excellent. This response rate was reached because of constant follow up with the respondents by the researcher.

4.2.2 Distribution of the Respondents by Gender

In this study the respondents sampled were expected to comprise both male and female staffs working in the UNDP offices in Nairobi and the Ministry of Planning as well as other stakeholders and beneficiaries of the UNDP democratic governance projects in Kenya. As such, the study required the respondents to indicate their gender by checking on the spaces provided in the questionnaire. Table 4.2 shows the distribution of the respondents by gender.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>33</td>
<td>62</td>
</tr>
<tr>
<td>Female</td>
<td>21</td>
<td>38</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>100</td>
</tr>
</tbody>
</table>

Accordingly, 62% of the respondents were male while 38% of them were female; This shows there is a difference in gender of respondents, though not large. The findings imply that the views expressed in these findings are gender sensitive and can be taken as representative of the opinions of both genders as regards to the effects of global institutions like UNDP on democratic governance in Kenya.

4.2.3 Education

Staffs working in the UNDP offices in Nairobi and the Ministry of Planning as well as other stakeholders and beneficiaries of the UNDP democratic governance projects in Kenya consist of people with different academic qualifications. This difference might contribute to differences in the responses given by the respondents. The study thus sought to establish the highest academic qualifications attained by the respondents. The responses on this question are depicted in table 4.3.
### Table 4.3: Level of Education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary school certificate</td>
<td>3</td>
<td>5.5</td>
</tr>
<tr>
<td>College diploma/certificate</td>
<td>4</td>
<td>7.5</td>
</tr>
<tr>
<td>Undergraduate degree</td>
<td>32</td>
<td>59.2</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>15</td>
<td>27.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study results reveal that, 7.5% of the respondents had acquired a College diploma/certificate, 59.2% of the respondents indicated that they had acquired undergraduate degrees, 5.5% of them had acquired secondary level of education, while another 27.8% of respondents indicated that they had acquired postgraduate qualifications like masters degrees and PhDs as their highest level of education. This results imply that majority of the respondents (comprising over 94.5%) had at least an undergraduate degree and hence understood the information sought by this study with regard to role of global institutions.

#### 4.2.4 Respondents by Age

The study investigated the composition of the respondent in terms of their age. Table 4.4 shows the results of the findings on the age brackets of the respondents.

### Table 4.4: Composition of the Respondents by Age

<table>
<thead>
<tr>
<th>Range In Years</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 Years</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Between 20 to 29 Years</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>Between 30 and 39 Years</td>
<td>25</td>
<td>46</td>
</tr>
<tr>
<td>Between 40 and 49 Years</td>
<td>10</td>
<td>19</td>
</tr>
<tr>
<td>50 Years and Above</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the data depicted in table 4.4, majority of the respondents were aged between 30 and 39 years comprising 46% of the respondents, 18% of the respondents were aged between 20 and 30 years, 19% of the respondents were aged between 40 and 49 years, 12% indicated that they were between 50 years and above, while 5% of the respondents were aged below 20 years. The study findings show that majority of them (83%) were
distributed between age twenty and age forty nine and hence more actively involved in productivity.

The length of service/working in an organization determines the extent to which one is aware of the issues sought by the study. The study therefore sought to establish the length of time that the respondents had been working in the offices or involved in the activities of UNDP in promoting governance in Kenya. The results on this question are presented in Table 4.5.

Table 4.5: Duration Worked/involved in UNDP activities of Governance in Kenya

<table>
<thead>
<tr>
<th>Duration in Years</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 yrs</td>
<td>8</td>
<td>15.2</td>
</tr>
<tr>
<td>5-10 yrs</td>
<td>31</td>
<td>57.6</td>
</tr>
<tr>
<td>10-15</td>
<td>11</td>
<td>21.2</td>
</tr>
<tr>
<td>Over 15 yrs</td>
<td>3</td>
<td>6.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The data in table 4.5 reveal that 57.6% of the respondents had worked/involved in UNDP activities of governance in Kenya for a period of 5-10 years, 21.2% of them for a period of 10-15 years and 15.2% of them for a period of 0-5 years, while 6.1% reported to have worked/involved in UNDP activities for a period of over 15 years. This shows that majority of respondents had enough work experience in UNDP activities of governance in Kenya. The respondents are conversant with the role of UNDP on democratic governance in Kenya.

Table 4.6: Job Category

<table>
<thead>
<tr>
<th>Management Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Level</td>
<td>5</td>
<td>9.2</td>
</tr>
<tr>
<td>Middle Level</td>
<td>35</td>
<td>64.8</td>
</tr>
<tr>
<td>Low Level</td>
<td>10</td>
<td>18.5</td>
</tr>
<tr>
<td>Other Level</td>
<td>4</td>
<td>7.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

As per the data shown on table 4.6, majority of respondents (64.8%) fall under middle level management within their organisations. These respondents are within the level where they have a clear understanding of the governance projects run by their
organisations. The table also shows that 9.2% of the respondents fall within high level management, 18.5% within low level management and thus a good majority were in a position to respond clearly about their organizations’ projects. Those respondents who fall under other level (7.5%), mainly related to staff who help their positions in an acting capacity or responded on behalf of their managers.

4.3 Effects of UNDP on Democratic Governance

The first area of concern of this study was to assess the effects of global institutions like UNDP on democratic governance in Kenya. In this regard the respondents were asked to indicate the extent to which UNDP activities affected the democratic governance in Kenya.

Table 4.7: Extent to which UNDP activities positively affect Democratic Governance in Kenya

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>21</td>
<td>39</td>
</tr>
<tr>
<td>To a great extent</td>
<td>9</td>
<td>17</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td>To a little extent</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td>To no extent</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

According to Table 4.7, majority of the respondents indicated that UNDP activities positively affect the democratic governance in Kenya to a very great extent as shown by 39%, further, 22% of them indicated to a moderate extent, another 22% said to a little extent, while only a small proportion of the respondents as shown by 17% of the respondents said that UNDP activities positively affect democratic governance in Kenya to a great extent.

The study also sought to ascertain the extent to which UNDP is involved in different activities which affect governance in Kenya. Accordingly, a scale of 1 to 5 was provided where 1= no extent, 2= little extent, 3= moderate, 4= large extent and 5 is to a very large extent.
Table 4.8: Extent of UNDP Involvement in Activities that affect Governance in Kenya

<table>
<thead>
<tr>
<th>UNDP Activities in Governance</th>
<th>No</th>
<th>Little</th>
<th>Moderat</th>
<th>Large</th>
<th>Very large</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance Programs</td>
<td>29.2</td>
<td>43.8</td>
<td>8.3</td>
<td>8.3</td>
<td>10.4</td>
<td>3.5428</td>
<td>1.5152</td>
</tr>
<tr>
<td>Human Rights Advocacy</td>
<td>0</td>
<td>12.5</td>
<td>18.8</td>
<td>43.8</td>
<td>25</td>
<td>3.6828</td>
<td>1.2500</td>
</tr>
<tr>
<td>Peace building</td>
<td>11</td>
<td>0</td>
<td>19</td>
<td>20</td>
<td>50</td>
<td>3.9745</td>
<td>1.3183</td>
</tr>
<tr>
<td>Cohesion and Integration Initiatives</td>
<td>18.8</td>
<td>10.4</td>
<td>35.4</td>
<td>35.4</td>
<td>33.3</td>
<td>3.2972</td>
<td>1.6102</td>
</tr>
</tbody>
</table>

As per the data depicted in Table 4.8, majority of the respondents indicated that UNDP involvement in peace building affects governance in Kenya to a great extent as shown by a mean score of 3.9743, UNDP involvement in human rights advocacy affects governance in Kenya to a great extent as shown by a mean score of 3.6828 and UNDP involvement in governance programs affects governance in Kenya to a great extent as shown by a mean score of 3.5428, while UNDP involvement in cohesion and integration initiatives affects governance in Kenya to a moderate extent as shown by a mean score of 3.2972. These results show that out of the four governance activities, UNDP is more involved in peace building followed by human rights advocacy, governance programs and to a lesser extent, cohesion and integration initiatives.

In addition, the respondents were required to rate the extent to which UNDP activities affect various aspects of democratic governance in Kenya. The results are as shown in Table 4.9.
Table 4.9: Extent to which UNDP Activities affect Aspects of Democratic Governance

<table>
<thead>
<tr>
<th>Aspects of democratic governance</th>
<th>No Extent</th>
<th>Little Extent</th>
<th>Moderate Extent</th>
<th>Great Extent</th>
<th>Very Great Extent</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Sector Management</td>
<td>0</td>
<td>4.2</td>
<td>45.8</td>
<td>37.5</td>
<td>12.5</td>
<td>3.5845</td>
<td>0.77251</td>
</tr>
<tr>
<td>UNDP policy advice</td>
<td>0</td>
<td>12.5</td>
<td>14.6</td>
<td>25</td>
<td>29.2</td>
<td>3.3322</td>
<td>1.4923</td>
</tr>
<tr>
<td>Technical support</td>
<td>0</td>
<td>11.4</td>
<td>51.4</td>
<td>25.7</td>
<td>11.4</td>
<td>3.3714</td>
<td>.83703</td>
</tr>
<tr>
<td>Democratic advocacy</td>
<td>0</td>
<td>12.5</td>
<td>18.8</td>
<td>43.8</td>
<td>25</td>
<td>3.6828</td>
<td>1.2501</td>
</tr>
<tr>
<td>Contributions to strengthening coherence in governance</td>
<td>29.2</td>
<td>43.8</td>
<td>8.3</td>
<td>8.3</td>
<td>10.4</td>
<td>3.5428</td>
<td>1.5152</td>
</tr>
</tbody>
</table>

From the study, majority of the respondents indicated that UNDP activities affect democratic advocacy to a great extent as shown by a mean score of 3.6828, UNDP activities affect public sector management to a great extent as shown by a mean score of 3.5845 and UNDP activities affect contributions to strengthening coherence in governance to a great extent as shown by a mean score of 3.5428. In addition, the respondents felt that UNDP activities affect technical support in governance to a moderate extent as shown by a mean score of 3.3714 as well as UNDP policy advice to a moderate extent as shown by a mean score of 3.3322. The results show that democratic advocacy affects democratic governance to greatest extent, followed by public sector management, contributions to strengthening coherence, then technical support and finally policy advice.

4.4 Challenges Facing Democratic Governance

The study also sought to establish the challenges faced by UNDP in promoting democratic governance in Kenya. As such the respondents were requested to identify some of the challenges faced in promoting democratic governance. Out of the challenges identified, the researcher picked the most common and the respondents were requested to indicate the extent to which these challenges affect UNDP in promoting democratic governance in Kenya. Table 4.10 shows the results of the study.
Table 4.10: Challenges faced by the UNDP Promoting Democratic Governance

<table>
<thead>
<tr>
<th>Challenges faced by the UNDP promoting democratic governance</th>
<th>No extent</th>
<th>Little extent</th>
<th>Moderate Extent</th>
<th>Great extent</th>
<th>Very great extent</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political and economic challenges</td>
<td>0</td>
<td>22.2</td>
<td>16.7</td>
<td>27.8</td>
<td>33.3</td>
<td>3.7222</td>
<td>1.17851</td>
</tr>
<tr>
<td>Budgeting constraints</td>
<td>2.3</td>
<td>27.1</td>
<td>6.8</td>
<td>41.4</td>
<td>22.6</td>
<td>3.5423</td>
<td>1.177</td>
</tr>
<tr>
<td>Bureaucratic procedures/operations</td>
<td>0</td>
<td>12.5</td>
<td>18.8</td>
<td>43.8</td>
<td>25</td>
<td>3.6828</td>
<td>1.250</td>
</tr>
<tr>
<td>Lack of coordination</td>
<td>0</td>
<td>12.5</td>
<td>14.6</td>
<td>25</td>
<td>29.2</td>
<td>3.3322</td>
<td>1.4923</td>
</tr>
<tr>
<td>Human resource capacity challenges</td>
<td>0</td>
<td>16.7</td>
<td>50</td>
<td>27.8</td>
<td>0</td>
<td>3.0000</td>
<td>0.8401</td>
</tr>
<tr>
<td>Lack of information sharing</td>
<td>0</td>
<td>12.5</td>
<td>14.6</td>
<td>25</td>
<td>29.2</td>
<td>3.3322</td>
<td>1.4923</td>
</tr>
<tr>
<td>Lack of sustainability of projects</td>
<td>0</td>
<td>27.1</td>
<td>6.8</td>
<td>41.4</td>
<td>22.6</td>
<td>3.5423</td>
<td>1.1772</td>
</tr>
</tbody>
</table>

Majority of the respondents indicated that UNDP faced political and economic challenges, bureaucratic procedures/operations, budgeting constraints and lack of sustainability of projects in promoting democratic governance in Kenya to great extents as shown by mean scores of 3.7222, 3.6828, 3.5423 and 3.5423 respectively. In addition, they indicated that UNDP faced challenges of lack of coordination to a moderate extent as shown by a mean score of 3.3322 and lack of information sharing to a moderate extent as shown by a mean score of 3.3322. Human capacity is the least challenge (mean score of 3.0000) faced by UNDP. This is explained by the ability of UNDP to attract highly qualified staff and consultants who have specialised in the area of governance.

The respondents were further required to indicate their level of agreement with various statements about the effects of UNDP activities on governance in Kenya. A scale of 1 to 5 was provided where 1 is strongly disagree and 5 is strongly agree.
Table 4.11: The Effects of UNDP Activities on Governance in Kenya

<table>
<thead>
<tr>
<th>UNDP governance Activities</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Mean</th>
<th>Std dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a clear and consistent image of strategic competitiveness on the development-related projects</td>
<td>6</td>
<td>13</td>
<td>19</td>
<td>31</td>
<td>31</td>
<td>3.6954</td>
<td>1.2543</td>
</tr>
<tr>
<td>Involvement of local authorities and communities enhances the UNDP governance projects in the country</td>
<td>18.8</td>
<td>10.4</td>
<td>35.4</td>
<td>35.4</td>
<td>33.3</td>
<td>3.2972</td>
<td>1.6102</td>
</tr>
<tr>
<td>Involvement of local authorities and communities is ensured at every stage of the UNDP projects in the country</td>
<td>0</td>
<td>12.5</td>
<td>14.6</td>
<td>25</td>
<td>29.2</td>
<td>3.3322</td>
<td>1.4923</td>
</tr>
<tr>
<td>Financial aid from other donors and approval by the government supports the UNDP governance projects</td>
<td>6</td>
<td>13</td>
<td>19</td>
<td>31</td>
<td>31</td>
<td>3.6954</td>
<td>1.2543</td>
</tr>
<tr>
<td>There is consistency and holistic methods to help increase community ownership &amp; implementing sustainable project practice at various stages of project realization</td>
<td>18.8</td>
<td>10.4</td>
<td>35.4</td>
<td>35.4</td>
<td>33.3</td>
<td>3.2972</td>
<td>1.6102</td>
</tr>
<tr>
<td>UNDP is helping the country to achieve the outcomes of governance through the provision of sound policy advice</td>
<td>0</td>
<td>12.5</td>
<td>14.6</td>
<td>25</td>
<td>29.2</td>
<td>3.3322</td>
<td>1.4923</td>
</tr>
<tr>
<td>UNDP focuses on key areas of intervention strengthening policy and institutional frameworks consistent with low-emission, climate-resilient development</td>
<td>0</td>
<td>27</td>
<td>7</td>
<td>41</td>
<td>23</td>
<td>3.5528</td>
<td>1.1843</td>
</tr>
<tr>
<td>UNDP projects are developed and disseminated with the objective of facilitating action as well as economic and political action by other stakeholders</td>
<td>0</td>
<td>12.5</td>
<td>18.8</td>
<td>43.8</td>
<td>25</td>
<td>3.6828</td>
<td>1.2500</td>
</tr>
</tbody>
</table>

From the study, the respondents agreed that there is a clear and consistent image of strategic competitiveness on the development-related projects as shown by a mean score of 3.6954, financial aid from other donors and approval by the government supports the UNDP governance projects as shown by a mean score of 3.6954. The responses also show that UNDP projects are developed and disseminated with the objective of facilitating action as well as economic and political action by other stakeholders as shown by a mean score of 3.6828 and UNDP focuses on key areas of intervention strengthening policy and institutional frameworks as shown by a mean score of 3.5528. On the other hand the respondents remained neutral on involvement of local authorities and communities is ensured at every stage of the UNDP projects in the country as shown by a mean score of 3.3322, UNDP is helping the country to achieve the outcomes of...
governance through the provision of sound policy advice as shown by a mean score of 3.3322. Involvement of local authorities and communities enhances the UNDP governance projects in the country as shown by a mean score of 3.2972 and there is consistency and holistic methods to help increase community ownership & implementing sustainable project practice at various stages of project realization as shown by a mean score of 3.2972.

4.5 Addressing Challenges of Democratic Governance

The study also sought to establish extent to which various aspects are applied in addressing the challenges faced in promoting democratic governance in Kenya. Table 4.12 shows the results obtained from the study. The respondents were asked to suggest possible ways of addressing these challenges which were then categorized into five groups.

**Table 4.12: Addressing the Challenges faced in Promoting Democratic Governance**

<table>
<thead>
<tr>
<th>Addressing the challenges faced in promoting democratic governance</th>
<th>No extent</th>
<th>Little extent</th>
<th>Moderate extent</th>
<th>Great extent</th>
<th>Very great extent</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance Practices</td>
<td>27.1</td>
<td>37.5</td>
<td>6.3</td>
<td>14.6</td>
<td>14.6</td>
<td>3.2083</td>
<td>1.184</td>
</tr>
<tr>
<td>Clear national Policies</td>
<td>2.1</td>
<td>16.7</td>
<td>10.4</td>
<td>60.4</td>
<td>8.3</td>
<td>3.6250</td>
<td>1.002</td>
</tr>
<tr>
<td>Social orientation (capacity building)</td>
<td>4.1</td>
<td>26.3</td>
<td>18.1</td>
<td>19.2</td>
<td>32.3</td>
<td>3.4612</td>
<td>1.2633</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>8.3</td>
<td>50</td>
<td>18.8</td>
<td>18.8</td>
<td>4.2</td>
<td>2.6042</td>
<td>1.026</td>
</tr>
<tr>
<td>Responding to Globalization</td>
<td>2.1</td>
<td>27.1</td>
<td>16.7</td>
<td>10.4</td>
<td>43.8</td>
<td>3.6667</td>
<td>1.342</td>
</tr>
</tbody>
</table>

According to Table 4.12, majority of the respondents indicated that the challenges faced can be addressed by responding to globalization to a great extent as shown by a mean score of 3.6667 and having clear national policies to a great extent as shown by a mean score of 3.6250. In addition, the respondents felt that the challenges faced can be mitigated by social orientation (capacity building), governance practices and monitoring and evaluation to moderate extents as shown by mean scores of 3.4612, 3.2083 and 2.6042 respectively.
The respondents were further required to indicate their level of agreement with various statements on UNDP approaches to dealing with challenges faced in promoting democratic governance in Kenya.

Table 4.13: Agreement with UNDP Approaches to Challenges of Governance

<table>
<thead>
<tr>
<th>Statements on UNDP approaches to dealing with challenges faced in promoting democratic governance</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Mean</th>
<th>Std dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Globalization has simply overwhelmed these institutions</td>
<td>0</td>
<td>12.5</td>
<td>14.6</td>
<td>25</td>
<td>29.2</td>
<td>3.322</td>
<td>1.4923</td>
</tr>
<tr>
<td>Seemingly less optimal formal institutions can often be made to work given the right leadership, judgment, and political will</td>
<td>0</td>
<td>11.5</td>
<td>15.6</td>
<td>30.3</td>
<td>42.6</td>
<td>3.040</td>
<td>1.6486</td>
</tr>
<tr>
<td>Knowledge and local ownership of programs are essential to ensure a good development impact of projects</td>
<td>0</td>
<td>12.9</td>
<td>11.2</td>
<td>27.1</td>
<td>48.8</td>
<td>3.118</td>
<td>1.6794</td>
</tr>
<tr>
<td>Flexible exchange rates, dollarization, currency boards and monetary unions are being considered now as better alternatives than fixed exchange rates and exchange rates bands</td>
<td>4.1</td>
<td>26.3</td>
<td>18.1</td>
<td>19.2</td>
<td>32.3</td>
<td>3.461</td>
<td>1.2633</td>
</tr>
<tr>
<td>Cooperation between various stakeholders and the UNDP has promoted a wide range of timely social and economic developments</td>
<td>0</td>
<td>6.7</td>
<td>26.7</td>
<td>42.2</td>
<td>24.4</td>
<td>3.844</td>
<td>0.8729</td>
</tr>
</tbody>
</table>

A good majority of the respondents (66.6 %) agreed that cooperation between various stakeholders and the UNDP has promoted a wide range of timely social and economic developments as shown by a mean score of 3.8444. This was followed by support for flexible exchange rates, dollarization, currency boards and monetary unions being considered now as better alternatives than fixed exchange rates and exchange rates (mean 3.461).
score of 3.4612) with 51 percent of respondents supporting this. Globalization has simply overwhelmed these institutions is a view supported by 54.2 percent of the respondents and ranks third among the approaches considered as shown by a mean score of 3.3322. Knowledge and local ownership of programs are essential to ensure a good development impact of projects as shown by support by 75.9 percent of respondents and that the concerned institutions can often be made to work given the right leadership, judgment, and political will is supported by 72.9 percent with a mean score of 3.0400.

4.6 Karl Pearson’s Coefficient of Correlation

To quantify the strength of the relationship between the variables, the researcher used Karl Pearson’s coefficient of correlation. The researcher used the Karl Pearson’s coefficient of correlation (r) to study the correlation between the study variables and the findings were as in the table below.

Table 4.14: Coefficient of Correlation

<table>
<thead>
<tr>
<th></th>
<th>Democratic governance</th>
<th>Governance Programs</th>
<th>Human Rights Advocacy</th>
<th>UNDP in Peacebuilding</th>
<th>Peace Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Democratic governance</td>
<td>1</td>
<td>.119</td>
<td>.103</td>
<td>.242</td>
<td>.435</td>
</tr>
<tr>
<td>Sig. (p-Values)</td>
<td></td>
<td>.365</td>
<td>.435</td>
<td>.063</td>
<td>.103</td>
</tr>
<tr>
<td>Governance Programs</td>
<td>.119</td>
<td>1</td>
<td>.097</td>
<td>.362</td>
<td>.461</td>
</tr>
<tr>
<td>Sig. (p-Values)</td>
<td>.365</td>
<td>.461</td>
<td>.004</td>
<td>0.097</td>
<td></td>
</tr>
<tr>
<td>Human Rights Advocacy</td>
<td>.103</td>
<td>.097</td>
<td>1</td>
<td>.213</td>
<td>.213</td>
</tr>
<tr>
<td>Sig. (p-Values)</td>
<td>.435</td>
<td>.461</td>
<td>.102</td>
<td>.102</td>
<td></td>
</tr>
<tr>
<td>UNDP in Peacebuilding</td>
<td>.242</td>
<td>.362</td>
<td>.213</td>
<td>1</td>
<td>.123</td>
</tr>
<tr>
<td>Sig. (p-Values)</td>
<td>.063</td>
<td>.004</td>
<td>.102</td>
<td>.335</td>
<td></td>
</tr>
<tr>
<td>Peace Initiatives</td>
<td>.435</td>
<td>.461</td>
<td>.213</td>
<td>.335</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (p-Values)</td>
<td>.103</td>
<td>.097</td>
<td>.102</td>
<td>.009</td>
<td></td>
</tr>
</tbody>
</table>

From the findings, there was a strong positive correlation between democratic governance and Peace Initiatives with a correlation coefficient of 0.435. It was clear that there was a positive correlation between the democratic governance and UNDP in peacebuilding as shown by a correlation coefficient of 0.242 and the results also show that there was a positive correlation between the democratic governance and human
rights advocacy with a correlation coefficient of 0.103 and a positive correlation between
democratic governance and Governance Programs with a value of 0.119. This shows that
there was positive correlation between democratic governance and Governance
Programs, Human Rights Advocacy, UNDP in Peace building and Peace Initiatives.

4.7 Chapter Summary
In this chapter, the researcher provided the findings with respect to the information
gathered from the respondents. The first section provided an overview of how the
respondents were distributed in terms of factors like, gender, age, education and response
rates. This was followed by findings on effects of global institutions on democratic
governance in Kenya in which case 56 percent of respondents felt that UNDP activities
positively affect Democratic Governance in Kenya to a great extent. This chapter also
highlights the challenges faced by UNDP in promoting democratic governance and the
respondents felt that the greatest is political and economic challenge. The final part of
this chapter deals with suggestions on how to address the said challenges and the
respondents suggested that the two best means of doing this are; responding to
globalization and having clear national policies. Chapter five provides the conclusion,
summary as well as the discussions and the recommendations.
CHAPTER 5

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings, the discussion, conclusions and recommendations. The chapter finally presents the suggestions for further research.

5.2 Summary

The aim of this study was to investigate the role of global institutions on democratic governance in Kenya where the context of focus was the UNDP. The research questions that guided the study were: What are the effects of global institutions like UNDP on the democratic governance in Kenya? What challenges are faced in promoting democratic governance in Kenya? What are the possible ways of addressing the challenges faced in promoting democratic governance in Kenya? The development and implementation of these various global governance instruments for economic and social rights have helped to shift policy frames worldwide in favour of poverty alleviation. The UNDP hosting countries are deemed to perform well because the UNDP personnel are recruited by the implementing agent in accordance with local labour laws and/or government procedures and conditions of service.

This research problem was studied through the use of a descriptive research design. This study targeted the 95 management staffs working in the UNDP offices in Nairobi as well as the 105 management staffs in the Ministry of Planning. Others included the 100 stakeholders and beneficiaries of the UNDP projects in Nairobi Kenya (such as the NGOs, refugees and the IDPs). In order to obtain views aimed at investigating the effects of global institutions (i.e. UNDP) on democratic governance in Kenya the 300 possible respondents were considered for the study. A sample of 20% was selected from within each group in proportions that each group bears to the study population. This generated a sample of 60 respondents which the study sought information from. A survey questionnaire with both open and close-ended questions was administered using drop and pick later method.

The data collected was purely quantitative and it was analyzed by descriptive analysis. The descriptive statistical tools such as Statistical Package for Social Sciences (SPSS) and MS Excel helped the researcher to describe and analyse the data. The findings were
presented using tables and charts. The Likert scales were used to analyze the mean score and standard deviation, which helped in establishing the role of global institutions on democratic governance in Kenya where the context of focus was the UNDP. Tables were used to summarize responses for further analysis and to facilitate comparison on the role of UNDP on democratic governance in Kenya. The analysis was based on 54 (out of the 60) completely filled in and returned questionnaires which accounted for 90% response rate.

From this study, a big percentage of respondents feel that UNDP positively affects democratic governance to a great extent. This is represented by an approval rate of 56 percent. From the four major UNDP governance activities, a great majority of respondents felt that UNDP is mainly involved in peace building activities (mean score of 3.974) and human rights advocacy (mean score of 3.6828).

The study found out that of all the challenges faced in promoting democratic governance in Kenya, UNDP mainly faces, political and economic challenges (mean score of 3.7222) and bureaucratic procedures (mean score of 3.6828). The least challenge facing UNDP in its democratic governance work is human resource capacity (mean score of 3.0000), as most respondents felt that UNDP has a good level of qualified staff and pool of consultants.

In order to address challenges faced in promoting democratic governance in Kenya, most respondents felt that UNDP should mainly respond to globalization (mean score of 3.6667) and assist in formulation of clear national policies (mean score of 3.6250).

5.3 Discussion
5.3.1 Effects of UNDP on Democratic Governance
From the study, UNDP activities expand the democratic governance in Kenya to a very great extent. The study also found out that in Kenya, UNDP has huge involvement in peace building, human rights advocacy, and governance programs and in cohesion and integration. In the same view, UNDP activities have improved democratic advocacy, public sector management, contributions to strengthening coherence in governance, technical support in governance as well as policy advice. From Acemoglu (2009) governance programs target law reform, voter education and the electoral process, the
judiciary and parliament, as well as the devolution of power. UNDP governance programme provide the main thrust for the United Nations work on governance, while other agencies incorporated governance issues, such as gender awareness, in their programmes.

In addition, UNDP facilitates the protection and enhancement of human rights by assisting the Government’s Standing Committee on Human Rights. Donald & Mottershaw, (2009) argues that the space for human rights in developing countries has expanded significantly in recent years. With the support of the United Nations, Kenya has played a crucial role in peace building in the troubled regions of the world. The global institutions have collaborated in peace initiatives, most notably in supporting peace negotiations for war-torn countries, where peace accords were successfully brokered (Eicher and Leukert, 2006).

Peacemaking and peacekeeping roles have taken place against a backdrop in which Kenya has hosted, and continues to host, thousands of refugees from countries in the region that have suffered from armed conflicts. These findings are consistent with findings by Coate (2009) who established that global institutions connect people to knowledge, experience and resources to build better lives. Specifically, UNDP promotes decent work for all and gives cost-effective and innovative support to projects that are helping Kenya to achieve its development goals.

Good governance promotes equity, participation, transparency, accountability and the rule of law, in a manner that is effective, efficient and enduring. In advocating for these principles into action, UNDP assists in the processing of holding of free, fair and frequent elections, representative legislatures that make laws and provides oversight, and an independent judiciary to interpret those laws. In Kenya, UNDP is very instrumental in the ongoing judicial reforms and has been involved in both financial assistance and policy advice.

Democratic governance advances development, by bringing its energies to bear on such tasks as eradicating poverty, protecting the environment, ensuring gender equality, and providing for sustainable livelihoods. It ensures that civil society plays an active role in setting priorities and making the needs of the most vulnerable people in society known.
UNDP has been involved in all these areas by establishing and building partnerships with strategic partners like NGOs, Government agencies and community based organisations.

5.3.2 Challenges and Constraints Facing Democratic Governance
The study established that UNDP faced political and economic challenges, bureaucratic procedures/operations, budgeting constraints and lack of sustainability of projects in promoting democratic governance in Kenya. Further, UNDP faced challenges of lack of coordination, lack of information sharing and human capacity challenges. The study ascertained that there is a clear and consistent image of strategic competitiveness on the development-related projects, financial aid from other donors and approval by the government that support the UNDP governance projects. UNDP projects are developed and disseminated with the objective of facilitating economic and political action by other stakeholders and UNDP focuses on key areas of intervention which aim at strengthening policy and institutional frameworks.

In addition, involvement of local authorities and communities is ensured at every stage of the UNDP projects in the country, UNDP is helping the country to achieve the outcomes of governance through the provision of sound policy advice, involvement of local authorities and communities enhances the UNDP governance projects in the country and there is consistency and holistic methods to help increase community ownership & implementing sustainable project practice at various stages of project realization. According to Heinze (2009) many dimensions of global governance today are suffering a legitimacy crisis due to democratic deficits. Overall, the number of global problems requiring international cooperative solutions has expanded much faster than the capacity and needed speed to deal effectively with them, affecting their credibility and perceived effectiveness: more and more people are questioning the actions, processes and leadership of global governance institutions.

Willetts (2010) is for the view that major challenges in mandates, legal frameworks and commitment lack of clarity on roles and responsibilities of ministries, inadequate participation of government institutions in community level projects, land disputes/absence of land tenure laws are constraint involving legal framework, evolving legal framework and low level of legal capacity, disagreements between different levels of authority (ministerial/regional) that led to delays in implementation of donor funded
projects and some allegations of donor funds mismanagement. This is clear evidence that
the challenges faced by UNDP in promoting democratic governance are not unique.

It is not fool hardy to conclude that, a peaceful and prosperous world is one in which
people can feel safe and secure in their homes, with their families and in their
communities. It is a world in which they can feel confident in their country, their culture
and in the family of nations and peoples on our common planet.

However, sometimes, for economic or other personal reasons, people choose to leave
their homes, to begin and new life in a new areas or countries. Whatever the end
provides, these decisions are made as a matter of conscious choice.

But there are often times when nature intervenes in the form of natural disasters people's
homes are washed away, blown away, or shaken to the ground, uprooting entire
communities. When war or civil unrest hits a community or region, masses of people are
forcibly displaced or simply flee to protect their lives. At the extreme, they are left with
only two options: death by privation, assault or genocide, or life in exile. One good
example of such suffering is Darfur region in South Sudan. The influx of refugees as a
result of natural calamities or human conflicts makes UNDP’s governance work
challenging. Lack of acceptance by host communities and governments also poses a big
challenge to UNDP work in promoting democratic governance.

5.3.3 Approaches of Enhancing UNDPs Operations in Kenya for Governance
To address the challenges faced in promoting democratic governance in Kenya, UNDP
has to respond to globalization, need to have clear national policies, social orientation
(capacity building), governance practices and monitoring and evaluation. Cooperation
between various stakeholders and the UNDP has promoted a wide range of timely social
and economic developments, flexible exchange rates, dollarization, currency boards and
monetary unions are being considered now as better alternatives than fixed exchange
rates and exchange rates bands. Also by positively embracing globalization, improving
knowledge of and local ownership of programs are essential to ensure a good
development impact of projects and that the concerned institutions can often be made to
work given the right leadership, judgment, and political will.
The difficulties faced by the international institutions in providing benefits for the developing countries have arisen from various sources as indicated by Bird (2010). Increased integration of factor and product markets has effectively undermined the ability of most countries to pursue expansionist policies to stimulate demand and promote employment. As Bayefsky (2010) suggests one cannot overlook the claim that part of the problems arises from the internal organization and procedures of the institutions themselves. Making loans and imposing conditions may be more important for career advancement than measuring the impact of these activities on the developing nations. The global governance would be a global financial regulator performing the tasks of authorization, provision of information, surveillance, enforcement and development of policy. These resource endowments are important for growth as mediated through institutions, for instance by providing more or less favorable conditions for the emergence or survival of certain types of institutions.

One of the ways in which UNDP enhances its work of promoting democratic governance is by supporting of women's political participation, including efforts to increase the number of women elected into office and to build women's capacity as effective legislators once elected. The other major interventions by UNDP include, assisting parliaments to enhance the checks and balances that allow democracy to thrive; helping to strengthen the impartiality and effectiveness of national human rights machinery and judicial systems; helping to develop legislation and media capacities to ensure freedom of expression and access to information and providing electoral assistance and long-term support for electoral management bodies. Through programmes working in these areas, UNDP is able to enhance it’s acceptance as catalyst of democratic governance.

The UNDP supports projects that strengthen activities of civil society, promote human rights, and encourage the participation of many groups in democratic processes. It is the only UN body that has the word “democracy” in its name and the UN body that has the primary purpose of supporting democracy through empowering civil society. By working closely with civil society, UNDP is able to get a wide reach and thus enjoy cordial relationship with the grass root.
5.4 Conclusions

5.4.1 Effects of UNDP on Democratic Governance

The study concludes that UNDP activities have expanded democratic governance in Kenya through its involvement in peace building, human rights advocacy, governance programs and in peace initiatives. These activities affect democratic advocacy, public sector management, contributions to strengthening coherence in governance, technical support in governance as well as UNDP policy advice. UNDP facilitates the protection and enhancement of human rights by assisting the Government’s Standing Committee on Human Rights. UNDP has collaborated with Kenya in peace keeping initiatives in supporting peace negotiations for war-torn countries, where peace accords were successfully brokered. This is the embodiment of the international community and the custodian of an internationalized human conscience. It represents the idea that unbridled nationalism and the raw interplay of power must be mediated and moderated in an international framework of rules and norms. This is what makes the United Nations the centre for harmonizing the ever-present national interests and forging the elusive international interest.

5.4.2 Challenges and Constraints Facing Democratic Governance

On the challenges encountered in promoting governance, the study concludes that UNDP faced political and economic challenges, bureaucratic government procedures/operations, budgeting constraints and lack of sustainability of projects in promoting democratic governance in Kenya. UNDP also faced challenges of lack of coordination, lack of information sharing and inadequate human capacity. In addition, there is a clear and consistent image of strategic competitiveness on the development-related projects, financial aid from other donors and unclear approval by the government of UNDP governance projects. UNDP projects are developed and disseminated with the objective of facilitating economic and political action by other stakeholders and UNDP focuses on key areas of intervention strengthening policy and institutional frameworks. Involvement of local authorities and communities is ensured at every stage of the UNDP projects in the country. UNDP is helping the country to achieve the outcomes of governance through the provision of sound policy advice. This enhances the UNDP governance projects in the country and there is consistency and holistic methods to help increase community
ownership and implementation of sustainable project practice at various stages of project realization.

5.4.3 Approaches of Enhancing UNDPs Operations in Kenya for Governance
The study also concludes that the UNDP should respond to globalization, have clear national policies, social orientation (capacity building), governance practices and monitoring and evaluation. Cooperation between various stakeholders and the UNDP has promoted a wide range of timely social and economic developments, flexible exchange rates, dollarization, currency boards and monetary unions are being considered now as better alternatives than fixed exchange rates and exchange rates bands. Emphasizing knowledge of and local ownership of programs are essential to ensure a good development impact of projects and that the concerned institutions can often be made to work given the right leadership, judgment, and political will.

5.5 Recommendations
5.5.1 Recommendations For Improvement

5.5.1.1 Effects of UNDP on Democratic Governance
The study recommends that the concerned stakeholders should ensure that the various aspects of budgeting are well focused to enhance project success in Kenya. This would involve looking at various aspects of budgeting such as prices and costs due to inflation, availability of resources within the locality of programme work and within the time, cost control in project implementation, prudent cost forecast, work packages such as labor rates and indirect costs.

5.5.1.2 Challenges and Constraints Facing Democratic Governance
In address the various challenges outlined in the study, the participation of organized civil society in the development and implementation of governance programmes should occur at all levels. The study recommends that to achieve this, the infrastructure used to incorporate local stakeholders into the UNDP and other global organizations must be strengthened and expanded. This is to say that the avenues of exchange and interaction must become easier to tread for both parties. These measures must also be used to support host countries and to promote civil society in less developed countries.
5.5.1.3 Approaches of Enhancing UNDPs Operations in Kenya for Governance

To address the challenges faced in promoting democratic governance in Kenya, the relevant authorities should recognize and fund the work of global governance networks, which can and do serve a critical role in facilitating the participation of host countries in the development of governance. Such support might include funding (to be channeled through the governance networks) for training and information services, as well as modest subsidies for low-cost lodging, travel and office facilities. This would lower the barriers to participation for various stakeholders. It would also require the authorities to give increased importance to funding the administrative work conducted by global institutions, as well as support to their operational work.

5.5.2 Recommendations for Further Studies

The study recommends that further studies be carried out to establish factors affecting the performance of governance projects in Tanzania, with a focus on the United Nations Development Program (UNDP). This is because the structure of UNDP governance projects in Kenya and Tanzania is similar to a great extent but the results of Tanzania programme are more positive. This will be in a bid to establish the budgeting, timing of the projects, user requirements and project sustainability as the main factors affecting the performance of UNDP projects in Tanzania. This will be compared to the Kenyan context, thereby enhancing generalization and hence pave way for policy recommendations.
REFERENCES


APPENDICES

Appendix I: Letter of Introduction

Dear Sir/Madam,

RE: REQUEST TO COLLECT DATA FOR A MASTERS OF BUSINESS ADMINISTRATION PROJECT

I am a post graduate student at the United States International University pursuing a Masters of Business Administration degree.

Pursuant to the pre-requisite course work, I am currently conducting a research project on ROLE OF GLOBAL INSTITUTIONS ON DEMOCRATIC GOVERNANCE IN KENYA: A CASE OF UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP). The focus of my research will be on the UNDP/UN Office in Nairobi and this will involve use of questionnaires administered to the staffs of UNDP offices, Ministry of Planning (GoK) and other stakeholders and beneficiaries (such as the NGOs, refugees and the IDPs).

I kindly request you to participate in this study by assisting in filling the questionnaires and providing with any other relevant information. The information collected will be treated with utmost confidentiality and is for academic purpose only. The findings and recommendations of the research will be availed to you upon request.

Thank you in advance.

Yours faithfully,

Nicholas Kariuki

MBA Student, USIU
Appendix II: Research Questionnaire

This research is in partial fulfillment of requirements for a degree in Masters of Business Administration from USIU Nairobi and I will be most grateful if you could kindly complete this questionnaire. This questionnaire consists of three parts; kindly answer all the questions by checking in the appropriate box or filling in the spaces provided. The information given here will only be used for purposes of this study and will be treated with utmost confidentiality. Your cooperation will be highly appreciated.

**PART A: INSTITUTION DETAILS AND BIO DATA**

1. Gender of the respondent
<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

2. What is your category of respondents?
   | UNDP staff | Ministry of Planning staff |
   | [ ]        | [ ]                       |
   | Stakeholders/beneficiaries | Others (Specify…………………) |
   | [ ]        | [ ]                       |

3. What is your highest level of education?
   | Secondary School Level | Certificate/ Diploma |
   | [ ]                   | [ ]                  |
   | Undergraduate         | Post graduate level  |
   | [ ]                   | [ ]                  |
   | Other (Specify…………….) | [ ] |

4. Indicate your age bracket
   | Below 20 years | 20-29 |
   | [ ]           | [ ]   |
   | 30-39         | 40-49 |
   | [ ]           | [ ]   |
   | 50-59         | Above 60 years |
   | [ ]           | [ ]   |

5. For how long have you worked with UNDP/been involved or benefited from the UNDP activities?
   | 0-5 yrs | 5-10 yrs |
   | [ ]     | [ ]      |
   | [ ]     | [ ]      |
6. What position do you hold in your organisation

- Senior Management
- Middle Level Management
- Low Level Management
- Others (Specify……………….)

**PART B: EFFECTS OF UNDP ON THE DEMOCRATIC GOVERNANCE**

7. To what extent do UNDP activities affect the democratic governance in Kenya?

<table>
<thead>
<tr>
<th>To a very great extent</th>
<th>To a great extent</th>
<th>Moderate</th>
<th>To a little extent</th>
<th>To no extent</th>
</tr>
</thead>
</table>

8. To what extent does UNDP involve in the following activities which affect governance in Kenya? Use a scale of 1 to 5 where 1= no extent, 2= little extent, 3= moderate, 4= large extent and 5 is to a very large extent.

**UNDP Activities in Governance**

- Democratic Governance
- Human Rights Advocacy
- Peacebuilding
- Cohesion and Integration
- Other (Specify……………………………………...)

9. In your opinion, how would you rate the extent to which UNDP activities affect the following aspects of democratic governance in Kenya? Rate on a scale of 1 to 5 where 1= no extent, 2= little extent, 3= moderate, 4= large extent and 5 is to a very large extent.

**Aspects of democratic governance**

<table>
<thead>
<tr>
<th>Project Management</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDP policy advice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Democratic advocacy</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Contributions to strengthening coherence in governance</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (Specify……………………………………...)</td>
<td></td>
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</tr>
</tbody>
</table>
PART C: CHALLENGES FACING DEMOCRATIC GOVERNANCE

10. To what extent are the following challenges faced by the UNDP promoting democratic governance in Kenya? Use a scale of 1 to 5 where 1= no extent, 2= little extent, 3= moderate, 4= large extent and 5 is to a very large extent.

<table>
<thead>
<tr>
<th>Challenges faced by the UNDP promoting democratic governance</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political and economic challenges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budgeting constraints</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bureaucratic procedures/operations</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Lack of coordination</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human capacity challenges</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Lack of information sharing</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of sustainability of projects</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Other (Specify…………………………………………)</td>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

11. What is your opinion about the following statements on the effects of UNDP activities on governance in Kenya? Rate using a scale of 1 to 5 where 1 is strongly disagree and 5 is strongly agree.

<table>
<thead>
<tr>
<th>UNDP governance Activities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a clear and consistent image of strategic competitiveness on the development-related projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involvement of local authorities and communities enhances the UNDP governance projects in the country</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involvement of local authorities and communities is ensured at every stage of the UNDP projects in the country</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial aid from other donors and approval by the government supports the UNDP governance projects</td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>There is consistency and holistic methods to help increase community ownership &amp; implementing sustainable project practice at various stages of project realization</td>
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<td>UNDP is helping the country to achieve the outcomes of governance through the provision of sound policy advice</td>
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<td>UNDP focuses on key areas of intervention strengthening policy and institutional frameworks consistent with low-emission, climate-resilient development</td>
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</table>
UNDP projects are developed and disseminated with the objective of facilitating action as well as economic and political action by other stakeholders. Other (Specify …………………………………………………..)

**PART D: ADDRESSING CHALLENGES OF DEMOCRATIC GOVERNANCE**

12. To what extent are the following aspects applied in addressing the challenges faced in promoting democratic governance in Kenya? Rate on a scale of 1 to 5 where 1= no extent, 2= little extent, 3= moderate, 4= large extent and 5 is to a very large extent.

<table>
<thead>
<tr>
<th>Addressing the challenges faced in promoting democratic governance</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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</thead>
<tbody>
<tr>
<td>Governance Practices</td>
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<td>Clear national Policies</td>
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<td>Social orientation (capacity building)</td>
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<td>Monitoring and evaluation</td>
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<td>Responding to Globalization</td>
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<td>Other (Specify………………………………………………..)</td>
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</table>

13. What is your level of agreement with the following statements on UNDP approaches to dealing with challenges faced in promoting democratic governance in Kenya? Use a scale of 1 to 5 Where 1- Strongly Disagree, 2- Disagree, 3- neutral, 4- Agree and 5- Strongly Agree.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>Globalization has simply overwhelmed these institutions</td>
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<td>Seemingly less optimal formal institutions can often be made to work given the right leadership, judgment, and political will</td>
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<td>Knowledge and local ownership of programs are essential to ensure a good development impact of projects</td>
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<td>Flexible exchange rates, dollarization, currency boards and monetary unions are being considered now as better alternatives than fixed exchange rates and exchange rates bands</td>
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<td>Cooperation between various stakeholders and the UNDP has promoted a</td>
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</table>
14. What would you recommend to UNDP to consider in order to improve governance in Kenya?

THANK YOU!!