

## **Administrative Structures and Implementation of the Cash Transfer for Orphans and Vulnerable Children in Lamu West Sub- County, Kenya**

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### **Abstract**

Kenya has had an increasing number of vulnerable and orphaned children; the population of children is projected to be 19 million with about 3.5 million being orphaned and vulnerable children. The study objective was to explore how administrative structures affect the implementation of the Cash Transfer for Orphans and vulnerable children in Lamu West sub-County. The study employed a descriptive survey research design. Lamu West has 1063 enrolled beneficiaries and the researcher assessed a sample population of 100 beneficiaries through the use of questionnaires and 10 administrative units was interviewed. The data collected from the interview schedule was assessed using thematic analysis while data from the questionnaires were analysed using descriptive and correlation analysis. The study findings were the lack of adequate funding and sensitisation of the program goals and structures among the beneficiaries and administrators in addition to the growing need for decentralisation of the program to enable faster response to changes targeting the households. From the study findings, the researcher was able to make the following recommendations; the need for increased sensitisation for the various committees concerned with the management of the program would aid in ensuring recruitment, enrolment, and overall supervision of the program is done efficiently. There is also a need to adequately fund the management of the program to ensure its overall coordination.

**Keywords:** *Administrative Structures, Implementation of The Cash Transfer, Orphans and Vulnerable Children*

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### **1.0 Introduction**

Social safety net programs are gradually becoming a keystone of efforts geared towards poverty alleviation and ensuring that there is a reduction of economic inequalities in developing nations (Heirich, 2007: de la Briere and Rawlings, 2006). Social assistance programs can range from conditional this simply means that beneficiaries are given monetary assistance with clear regulations on what the assistance targets for example it can target school fees or health, while unconditional cash transfers simply mean that the household getting assistance is at liberty to use the money in whichever way, they deem fit. Social support and assistance programs serve as a safety net that aims at assisting the needy and vulnerable groups inadequately coping with effects of any forms of vulnerabilities and shock (De Janvry, Sadoulet & Vakis, 2008). Since

the mid-1990's, most developing states in Asia, Africa, and Latin America have prioritised the implementation of conditional and unconditional cash transfers which are geared towards improving access to education, food security, and better health amenities. Contrary to short-term aid assistance programs which focus on poverty alleviation during emergencies and crises, cash transfers address both long-term and short-term poverty (De La Briere & Rawlings, 2006).

There are four Cash transfer programs implemented by the Kenyan government in partnership with a few the following development partners World Bank, United Nations Children's Fund (UNICEF) & the UK Department of International Development (DFID). These programs are; the cash transfer for Persons with severe disabilities (PWSD-CT), Older Persons Cash Transfer (OPCT) and Cash Transfer for orphans and vulnerable Children (CT-OVC), and the Hunger Safety Net Programme (HSNP) (Kenya, 2009). The CT-OVC program was launched in 2005, to take care of families living and caring for vulnerable and orphaned children. The government provides the expertise geared towards implementation of the program while its collaboration with the development partners who finance the program which provides a monthly stipend with the overall goal of transforming five key areas, civil registration, health, education, food consumption, and strengthening household capacity to access orphans and vulnerable children-related services (Republic of Kenya, 2009).

The administrative structure involved in the targeting process involves the following steps: Geographical targeting is the analysis and determination of the counties, sub-counties, and locations that need to be included in the program. The targeting exercise is done at a centralised national level with a precise focus on area vulnerabilities and poverty index (CT-OVC Operations manual, 2013). The Social Assistance Unit, under the social protection state department, coordinates this function. After the geographical targeting, the county children coordinators and sub-county children coordinators are given the mandate to sensitise the Area Advisory councils which are headed by the County Commissioner at the county level and their appointees at the sub-county and location level. The Area advisory council then initiates the establishment of the Sub- County OVC sub-committee to help in the implementation. The sub-committee calls for a public Baraza, to sensitise the community on the program and the election of the Location OVC Committee (LOC), who are trained and tasked with the responsibility of identification of needy households and filling the necessary household details which are submitted to the CT-OVC secretariat (CT-OVC Operations manual, 2013).

Lamu County is among the counties with the lowest literacy level, which stands at 69.8%, 54% of the residents have attained primary level education, with only 13% of the county residents having attained secondary education (Lamu County Integrated Development Plan 2018-2022). The development plan also notes that birth registration and immunisation are still low despite the massive improvement in healthcare service delivery. These being crucial parameters in analysing the implementation of the cash transfer program, therefore deems Lamu a crucial site for the study. Lamu county is also among the vast extreme counties, the County children's office has about 1683 beneficiaries enrolled in the cash transfer program. Lamu West sub-County which is the area under study has 1063 beneficiaries, the area has not been adequately researched on and this precipitated the need to have the area under study.

### **1.1 Statement of the Problem**

Since the 1960s, developed countries have been involved in the promotion of economic and social development of the national living in developing nations. United Nations member states pledged to heighten the focus on poverty alleviation during the United Nations Millennium Summit in 2000, therefore, aim at reducing poverty by 2015 (UNICEF, 2000). Poverty has

been a great contributor to the dire situation which faces Kenyan children. There has been a great concern in infant mortality which has been greatly attributed to the low rates of immunisation, low malnutrition, and lack of medical access to health care at the antenatal and post-natal stages of a child's development (KDHS, 2003).

Despite the heavy investment in Free Primary Education, 1.5 million children are still unable to access school due to the difficult conditions under which children especially Orphaned and vulnerable children live (MOEST, 2007). Due to this, there has been a key focus on the Orphans and Vulnerable children especially those at the school-going age, to ensure that their growth, development, and general well-being are protected as they smoothly transition to adulthood (Bryant, 2009). The Kenyan Population is estimated at 53 million people, with about 19 million being children which therefore means that children are about 53% of the entire population. Extensive research shows that about 35.5 % of Kenyans live below the poverty line, this, therefore, means that an estimated 10 million children are in dire need of economic support, this is despite facts clearly stating the exact number of children living in impoverished conditions (KNBS, 2019).

Poverty and HIV/AIDS have been credited to the rising number of minors growing up without adequate protection and care. HIV/AIDs prevalence has been linked to about 44% of the orphaned children in Kenya. The growing HIV/AIDs pandemic has been associated with continuous mother-to-child transmissions despite the vast clinical progress that has been done to curb the spread of HIV/AIDs. The number of Orphans and vulnerable children may not decrease anytime soon. (KAIS, 2012). The CT-OVC program has greatly grown from its initial phase which catered for 500 households to more than 100,000 households as it was projected (Ministry of Gender, Children and Social Development 2010 report).

Despite the great impact documented from Phase 1, regarding improved health care and education enrolment and transition, the program had still not fully achieved its overall objectives which were greatly associated with the lack of program effectiveness (GOK-National plan of action for OVCs 2006/2011).

Nasengo (2003) identified great challenges in the targeting of OVCs in the country, this had led to a great number of needy households. He further identified the importance of an adequate program framework and an in-depth understanding of the program effectiveness and its relationship with the implementation of the program. This study deems it fit to understand the role of the administrative structures which are tasked with ensuring that children who are orphaned and vulnerable can access this program. The study explored how administrative structures affect the implementation of the Cash Transfer for Orphans and vulnerable children in Lamu West sub- County.

## **2.0 Theoretical Framework**

The study was anchored on the theory of change. Barrientos (2012) attributes theories of change about cash transfer and their role in improving human capital and the productive capacity which ultimately leads to economic growth. Cash transfers influence growth and change by lifting restrictions on household productivity and capacity. Cash transfers implementation in Kenya was through the enactment of the social protection strategy document. Cash transfer implementation if adequately done leads to transformation in human capital through the improvement of health and education, therefore, leading to a break in the intergenerational transmission of poverty. The study incorporates this framework in analysing the cash transfer program through its program framework and how they contribute to the implementation which ultimately leads to the transformation of economic growth.

## 2.1 Empirical Review

### *Implementation of CT-OVC in the World*

UNICEF views social assistance and protection as a basic human right: this henceforth means the government must offer financial and social assistance to vulnerable populations of any society (UNICEF, 2009). Cash transfers have been used as one of the many initiatives by developing countries that aim at achieving the Millennium Development Goals. Cash transfers aim at improving livelihoods, impacting communities using various forms of assistance (Schubert, 2006).

Households receive a monthly stipend which assists them in meeting the household's healthcare, basic education of their children, and granting them the purchasing power which ultimately transforms the economy in the long run. Social cash transfers ultimately end up breaking the vicious cycle of poverty, by transforming a virtuous cycle (Schubert, 2006).

Cash transfer has been widely adopted across the globe and research has shown that properly implemented programs have a record of great success especially in efforts geared towards poverty eradication. Cash transfer in Latin America with precise analysis on Brazil which has been seen as a key success, Hanlon et al (2010) credits this success as the key strategy in development. Approximately 12 million families, which translates to 48 million people have benefited from the program which targets poverty-stricken families, the program has been aimed at reducing income inequalities through promoting school attendance, the emergence of small-scale businesses, rural development, and overall alienating rural inequality (IBSA 2012).

The Cash transfer program in Mexico was developed with key goals of ensuring regular school attendance, improved healthcare, and improvement of food security, Braunn et al (2009), attribute the cash transfer to improved school enrolment especially from poor households, and improved gender distribution among school-going children.

Asian countries have also embraced cash transfers, the Indonesian government, in 2005 launched the unconditional cash transfer. The program was geared towards granting subsidies to poor households, therefore, reducing their expenditure on health, education, and labour market income (Bazziy et al., 2004).

Hossain et al (2012) noted that despite the goal of the cash transfer aimed at poverty alleviation and the positive impact it was able to elicit the program had negative impacts which led to social tensions which were mainly attributed to targeting errors.

Social protection in Africa was also a non-exception, Schubert (2005) analyses the program effectiveness in Zambia, the cash transfer targets elderly-headed households who have orphans and vulnerable children within the household. Garcia and Moore (2012), identified the greatest motivation for the program being the effects of HIV/AIDs, hence targeting was done with precise consideration to households affected by HIV/AIDs, female-headed. As well as households whose head was incapacitated or not available. The program targeting was done within the community, where a welfare assistance committee was set up to identify the potential beneficiaries of the program, the shortlisted potential beneficiaries were further vetted by the village elders and the community then the selected beneficiaries were ranked in order of priority.

Schubert (2005) noted an improvement in household wellbeing with special reference to accessing their most basic of needs as well as improvement in the education of the children. In Malawi the cash transfer program is executed solely through the Ministry of Children, Gender, and community development, with the average amount being 14 dollars per month per family,

the targeting process exercises proper emphasis on households affected by HIV/AIDs epidemic.

Samson et al (2004) analyses the Cash transfer program targeting children in Malawi, that is the Children support grant that aims at improving education, health, and nutrition of vulnerable children, he identifies the positive impact that supported households have been able to access because of the program.

Kenya recorded tremendous economic and political growth, between 2000-2009, the economic growth was projected at 3.9%, which was a great improvement from the persistent reverse growth trend. The growth in the economy was recorded at 6 % in 2013/2014, despite this slight decrease of the poverty rate from 52 % to 46.7% in rural regions and 34.4% in urban areas, which was greatly attributed to the influx of informal urban settlements in urban centres (KNBS, 2006).

High poverty rates tend to be associated with vulnerable populations which are orphans, children, persons with disabilities, and older persons. The national pillars which are enshrined in vision 2030 and further supported in and the constitution of Kenya aim at promoting economic growth, political stability, and social development, the government has been clear on its endeavour to put in place several measures that would be used in the protection of the citizen rights, social image, mitigating vulnerabilities through the promotion of social development (Republic of Kenya, 2007).

The cash transfer program in Kenya was initiated in December 2004, with 3 pilot districts that are Nairobi, Kwale, and Garissa. 500 households were selected using government administrative and community structures at the district and local levels. The selection criteria were developed by UNICEF, this criterion classified the vulnerability of households on poverty, caregivers who are chronically ill in the household, and the number of OVCs in a particular household among others. A detailed form or questionnaire was filled and captured into the department's Management Information System, the households were ranked and households were selected depending on the neediest (UNICEF, 2007).

The selected households would each receive Kshs.500 monthly stipends, the pilot program aimed at creating a room where the agencies would come up with key lessons from the procedures and the program structure roll out to help come up with a better program that would be launched nationally. With the success of the first pilot phase, the cash transfer has undergone massive changes that of becoming a national program, the monthly stipend also increased to Kshs.2000 monthly paid in two payment cycles of Kshs.4,000, the program payment structure has shifted from money being dispatched by district children officers through the district accountants to the now account-based format through payment service providers who are local banks like Kenya commercial bank, cooperative bank, equity and Postbank. This scale-up has been in five phases which have brought a transformation in the coverage of the program and its inclusivity and accessibility. The growth experienced has also been linked to political influence in addition to more development partners coming on board (Sanganyi, 2010).

#### ***Administration Structures and Implementation of CT-OVC program***

Oportunidades, a cash transfer program in Mexico was initiated in 1997, the program majorly utilised a centralised administrative structure approach towards the initiation and implementation of the program which was geared towards alleviation of poverty by targeting household health, education, and nutrition. The use of a centralised system was viewed as a more elaborate approach aimed at ensuring the inclusivity and equity of the program (Skoufias, 2005).

Lindert (2005) analyses the Bolsa Escola, a conditional cash transfer program in Brazil that provided stipends to needy homes. The program unlike the one in Mexico utilised a decentralised system of governance, which uses municipalities in the selection of beneficiaries and implementation of the cash transfer. This decentralised system led to discrepancies in the program implementation since there was great heterogeneity in municipal characteristics and local political economy led to observed differences in the program's implementation and impact.

Hotz, Imbens, and Mortimer (2006) attributed three reasons for the variation of the effects of the Brazil cash transfer program across municipalities to the varied distribution associated with the program differed across municipalities for example a family with educated parents achieved a greater population of school-going children unlike a household with less-educated parents. Secondly, if the program was able to achieve similar characteristics, there could be disparities in targeting based on some municipality's socio-economic and political objectives, this ultimately means that there will be an effect on the program's implementation. Thirdly municipalities may differ in the way they monitor and enforce the program requirements thus leading to discrepancies.

Chiwele (2010) in his study on assessing administrative capacity on the cash transfer in Zambia, the study discovered the use of community Welfare Assistance Committees (CWSCs), at the district stage, the District Welfare Assistance Committee were responsible for scrutinising the selected households to ensure the inclusion error is kept at a minimum. The study was able to find great success due to regular meetings and collaboration while some districts which had poor administrative coordination among the line ministries and departments led to a problem in the program implementation and success.

The Kenyan government with the assistance of stakeholders developed the national children policy that was aimed at guaranteeing protection with special emphasis on OVC protection and care. The drafted policy gives a clear indication of the government's role in supporting and strengthening families and communities to ensure orphans and vulnerable children get access to getting their basic needs catered for (MGCSD, 2008).

The administration of the CT-OVC program is structured depending on the level, from national, county, sub-county, and location level, these levels coordinate with various stakeholders. The administration of the program enforces a community-based approach starting at the location level, where the LOCs members help in the targeting process, at the sub-county level the program is coordinated by the directorate of children services through the sub-county children's office with the assistance of the Sub-county OVC committee, while at the county level the County children's coordinator exercises supervision and lastly nationally the Ministry of labour and social protection through social assistance unit coordinates with different stakeholders at the national level. (CT-OVC Operations manual, 2013).

Grosh et al. (2008) provide the attributes that contribute to a successful implementation of the cash transfer program as appropriate, adequate, cost-effective, and sustainable this, therefore, means that the program should provide a balance between the needs of a country and overall public policy, it should provide full coverage of benefits to its intended group, a good program should economize administrative structures as well as should be both politically and financially sustainable.

Sanganyi (2010) identified the importance of the LOC committee which is deemed as the most important unit since its part of the community and helps to better analyse the neediest households. He further emphasized the importance of the collaborative relationship with the

sub-county children's office to ensure that the program mostly benefits the selected households. The study further identified the greater task of the LOCs committee which made it difficult for them to have village meetings due to the scope of the area they served hence this led to a lot of vulnerable children being left out.

### **3.0 Research Methodology**

The study employed a descriptive survey research design. Qualitative and quantitative data was gathered from the administrators of the program as well as the beneficiaries of the program who are the caregivers and the sole custodians of the children. Data was gathered using semi-structured interviews and questionnaires. Lamu West has 1063 enrolled beneficiaries and the researcher assessed a sample population of 100 beneficiaries through the use of questionnaires and 10 administrative units was interviewed. The data collected from the interview schedule was assessed using thematic analysis, while data from the questionnaires was used descriptive and correlation analysis.

### **4.0 Results and Discussion**

Table 1 depicts the role of each administrative structure in the sensitisation of the program. It's important to note that those who choose any other filled on the questionnaire settled on the social protection department when further probed on the answer. The program uses a community-based approach in the recruitment process while the overall supervision is done by the Ministry of Labour and Social Protection. The Location Orphan Committees (LOC) and chiefs are responsible for mobilization and recruitment. Sanganyi (2010) deemed the LOC committee as the most crucial unit in the identification and enrolment of the neediest households since it's enacted from the community, hence able to identify the neediest and most suitable candidates for any program.

The data collected from the interviews, on administrative structure the overriding themes on the role of administrative structures through the CSAC (County Social Assistance Committee) and Location OVC committee that were set up from the area advisory council committee, the respondents from the various line ministries who were interviewed responded to have awareness on the program goals and objectives. On being queried on the role of the administrators in ensuring fairness, the concerned departments R5, R6, R7, R8 who account for 4 out of the 10 administrators interviewed acknowledged their role in coordination and supervision of targeting and enrolment and monitoring as enshrined in the CTOVC manual (2017). The rest of the respondents acknowledged there was no adequate awareness of the recruitment exercise since the committees had not been sensitized to their role in the overall administration of the program. Lindert (2005) while analyzing the Bolsa Escola program in Brazil which has a decentralized system of recruitment that had been accredited to lead to discrepancies that were associated with adverse political influence.

The respondents R5, R6, R7, R8 interviewed attributed the Cash transfer as heavily dependent on the national steering committee that was responsible for coming up with the program vacancies and approval of the entire process including financing which had made it difficult to respond to changes at the community level. Despite the number of Orphans and Vulnerable children in an area, the national steering committee would be the one responsible for how many and when the recruitment exercise would be done. De Janvry and Sadoulet (2006) in assessing the impact of municipal roles on the Bolsa Escola Program identified greater social responsibility that's linked to political economy, that is there was more program focus and emphasis for the first-time mayors unlike for second term mayors who were in their final term. The study further negates previous studies in support of a more decentralized system, instead

acknowledges that there was no identified difference in program impact between a decentralized and centralized system.

**Table 1: Administrative structure involved sensitising the respondents on the program**

	Frequency	Percent
LOC	50	50.0
Chief	20	20.0
Any other	30	30.0
<b>Total</b>	<b>100</b>	<b>100.0</b>

The researcher also noted that two of the respondents that is R1 and R4 would interchangeably refer to the Cash transfer for older persons in place of the CT-OVC program which is deemed as more publicized and known. The cash transfer for older persons has also had a massive enrolment in 2017, which received great limelight since it was a presidential directive, unlike the CT-OVC which targeting and enrolment had only been done twice since its inception in 2006. Respondent 1 and R4 also reiterated that there has not been a clear distinction of the social assistance programs despite the clear distinctions of the targeted population and program goals and the departments tasked with monitoring the programs.

Table 2 provides an analysis of the beneficiary's awareness of the role of LOC and Beneficiary Welfare Committees which are crucial in administration was assessed and 47 of the participants were aware of the roles of these two crucial administration units. De Janvry and Sadoulet (2006) in assessing the impact of municipal roles on the Bolsa Escola Program acknowledged identification and selection of beneficiaries as key features that favor program implementation and are associated with greater impact.

**Table 2: Aware of the role of LOC and BWC**

	Frequency	Percent
Yes	47	47.0
No	53	53.0
<b>Total</b>	<b>100</b>	<b>100.0</b>

The operation manual for cash transfer depicts the crucial role of beneficiary welfare committees which are responsible for connecting the sub-county children's officers and the beneficiaries, this aids in creating awareness on the program, enrolment, targeting, and payment dates and cycles. The beneficiary Welfare Committees are also crucial in the management and monitoring of the program.

From the data collected in Table 3, some of the beneficiaries responded to the lack of a Beneficiary Welfare committee in the sub-county. Chiwele (2010) in assessing administrative capacities on the cash transfer in Zambia, identified great success in the coordination of the Community Welfare Assistance Committees at the district level due to their regular meetings and collaboration, this further led to the reduction in the inclusion error.

**Table 3: Do you have BWC**

	Frequency	Percent
Yes	26	26.0
No	84	84.0
<b>Total</b>	<b>100</b>	<b>100.0</b>



Data from the interviews credited Inadequate funding as being mainly attributed as the cause of the irregular or lack of meetings by the committees that is CSAC, Beneficiary Welfare committee and County Technical working group committees. On being queried on the challenges, the two departments attributed financial allocation as the greatest challenge, initially, the committees had a quarterly allocation which was to facilitate the activities of the committee this was drastically reduced hence leading to a challenge in sensitization.

**Table 4: Descriptive statistics on administrative structure and Implementation of CT-OVC**

	N	Min	Max	M	Std. Deviation
The is a clearly defined framework of recruitment at the location and village level	100	3	4	3.7	0.48305
The use of local leaders leads to a fair selection	100	2	5	3.1	1.1415
BWC groups help in airing grievances	100	2	3	2.5	0.52705
Administrative structures involved impacts program positively	100	3	4	3.9	0.31623
Leaders easily share information on program	100	2	5	3.6	1.0249
Valid N (listwise)	100				

Table 4 shows that there is a well-defined framework at the location and village level (Mean – 3.70, SD- 0.48), this is also reflected in Table 1, where LOC was attributed as the main selection agent. The study also displays the respondents' support for community-based targeting though, with noted reservations, which are attributed to the inclusion error (M 3.10, SD-1.1415), the respondents also responded positively to administrative structures' impact on the implementation of the program (M- 3.9, SD-0.316).

Son and Florentina (2008) in a study on the Pantawid Pamilyang Pilipino (PPP) conditional cash transfer in the Philippines accredited good governance and a proper targeting framework as crucial in maximization of program's impact and effectiveness. An effective social assistance program should be transparent in operation, minimize corruption and adequately promote awareness of the program among the beneficiaries as well as the entire population.

Nasengo (2013) identified a strong correlation between the role of implementation and the overall effectiveness of the program. The study established that a keen focus on the overall management of the program by providing overall support to the administrative structures tasked with the management of the program positively impacts the program's overall performance.

The correlation coefficient was used in the determination of the variable's strength and direction of the relationship between the dependent and the independent variable. The findings are illustrated in Table 5.

**Table 5: Correlation results**

		Administrative Structures	Implementation of CT-OVC
Administrative Structures	Pearson Correlation	1	
	Sig. (2-tailed)		
Implementation of CT-OVC	Pearson Correlation	.861**	1
	Sig. (2-tailed)	0.000	
	N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the findings, the study revealed that there is a strong and positive relationship between administrative structures and implementation of the cash transfer for orphans and vulnerable children in Lamu West sub- County as shown by a correlation coefficient of 0.861 and a p-value of 0.000.

## 5.0 Conclusion

The study established that administrative structures that were commonly used from the program were the location orphan committee and the chiefs, this was an indication of the great role the community plays in the program. The department of children's services exercises the overall mandate in the recruitment and enrolment of the beneficiaries in addition to providing oversight over the entire program. The beneficiaries were well versed with the role of the department of children's services and other line ministries. From the study, the administrators were not adequately aware of their role in the program, there was a clear information gap that was attributed to a lack of adequate funding to facilitate a meeting of the committees. 47% of the beneficiaries were aware of the role of the beneficiary welfare committees and the LOC, which are the backbone of the program at the community level. The presence of beneficiary welfare committees was also not there, 84% of the beneficiaries responded to the lack of the BWCs which were crucial in linking the beneficiaries to the administrators. The lack of BWC's has led to the existence of beneficiaries who were meant to be exited while other deserving cases are being left out in the program. The study also identified the centralisation of the program still existed despite the dire need for full decentralisation. The Social Assistance Unit at the Headquarters in Nairobi was solely responsible for responding to all concerns and queries and effecting changes which had led to delays and further distress of the administrative structures at the community level due to lack of adequate influence and powers on responding to the changes.

## 6.0 Recommendations

From the study findings, it's clear that for successful implementation of any government program there must be adequate sensitisation forums to the beneficiaries as well the administrative structures from the Area Advisory Council. This will ensure ownership of the program at the community level hence ensuring its overall success. There is also a clear need for fully decentralising the program to ensure the concerned department at the county and sub-county level can fully administer any changes required. The department of children's services having been tasked with the overall management of the program should empower beneficiaries to avoid overdependence on the program.

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