

UNITED NATIONS  
DEVELOPMENT  
PROGRAMME



**UNDP**

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GOVERNING COUNCIL  
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Agenda item 6

Country and intercountry programming and projects

COUNTRY PROGRAMME OF THE GOVERNMENT OF  
KENYA

Note by the Administrator

Programme period

1982-1986

Illustrative IPF for 1982-1986

\$52 million

I. Nature of the programming exercise

1. The country programming exercise for the period 1982-1986 started in early 1979 when discussions were initiated between UNDP and the Government on how UNDP could assist the Government in meeting the objectives of the Fourth Development Plan (1979-1983). No specific sectoral studies were carried out in the preparation of this programming exercise since studies undertaken by the Government for the formulation of the Fourth Development Plan served as the basis for programming.

EMBARGO

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BY THE GOVERNING COUNCIL

\*/ This document will be derestricted upon approval of the country programme.  
See document DP 1526 which will be issued in June 1981.

2. The Government took the lead in identifying areas of UNDP assistance. The following criteria were used in determining which Government priorities should be met with such assistance: whether UNDP and the executing agencies could deliver the required assistance, whether the Government had made or would make budgetary provisions for its own inputs in UNDP-assisted programmes and projects, and that emphasis be on the practical implementation of proven techniques and technology. It was also emphasized that the assistance should lead to expected results in the shortest time possible.

3. The draft country programme was discussed and endorsed during an interministerial meeting organized by the Division of External Aid in the Office of the Vice-President and Minister of Finance on 12 November 1980 with UNDP participation.

## II. Relation of the country programme to national development objectives

4. The country programme for the third cycle (1982-1986) is based on priorities stated in the Fourth Development Plan (1979-1983). The major objectives of this Plan are to: improve the utilization of the considerable infrastructure developed under previous Plans; improve the quality of social services such as health and education; increase productivity of small farms and draw idle and under-utilized land into production; stimulate export industries; promote economic and efficient use of capital; and promote labour-intensive investment.

5. The achievement of the development objectives of the Fourth Development Plan is made difficult by certain constraints. The most important of these are: a shortage of qualified manpower at middle and higher managerial levels; a shortage of highly qualified technicians in both the public and private sectors; low acreage of arable land; high rate of population growth; high cost and limited supply of energy; budgetary constraints, balance of payments deficits and erratic fluctuations in climatic conditions which adversely effect food production.

6. In order to overcome these constraints, the Government is strengthening the different ministries in the formulation of appropriate policies and strategies, and in programme delivery and monitoring. Further training of Kenyans through the strengthening of existing training institutions or the establishment of new ones is also emphasized. The national programme to increase the acreage of productive land is being strengthened through the development of marginal land (arid and semi-arid). The family planning programme is being reviewed to make it more effective. Improvement in the efficiency of the different Government institutions, elimination of projects with low marginal productivity (except where they are designed to provide basic needs), and increasing efficiency in fiscal and monetary management are also sought.

Major policies and strategies are being devised to stimulate exports, control imports and assure a better management of imported fuel; the Government is also developing the domestic energy potential, such as geothermal energy.

7. UNDP will assist in overcoming the above-mentioned constraints, mainly by strengthening the Government programmes described in the previous paragraph. More specifically, UNDP assistance will help to: (a) strengthen the Government in policy and strategy formulation, and in the designing, monitoring, evaluating and expediting of development processes; (b) strengthen manpower planning, development and training; (c) increase productivity in the agriculture, livestock, fisheries and industrial sectors as well as increase the acreage of productive land; (d) develop domestic energy supplies; (e) contribute to the short-to-medium term provision of basic needs; and (f) ensure adequate growth in employment. This assistance, in terms of a functional distribution, is directed mainly towards direct support, direct training and institution-building.

### III. Content and phasing of the country programme

8. The country programme comprises thirty-five projects, of which fourteen are ongoing and twenty-one are new. Thirty-four per cent of programmed resources is allocated to ongoing projects, while 66 per cent is allocated to new projects. As can be seen in Table 1, UNDP assistance is concentrated on three broad areas of activity (rural development, manpower development and policies and strategy), which absorb 81.5 per cent of programmed resources. The thematic approach has been preferred to the classical sectoral classification, according to which 86.1 per cent of programmed funds would go to four major sectors: agriculture, forestry and fisheries (35 per cent), industry (28 per cent), general economic planning and social policy and planning (12.1 per cent) and natural resources (11 per cent).

Table 1  
Breakdown by major development themes

<u>Development theme</u>	<u>Ongoing projects</u>		<u>Identified new projects</u>		<u>Total</u>	
	<u>Value (\$000)</u>	<u>Per cent</u>	<u>Value (\$000)</u>	<u>Per cent</u>	<u>Value (\$000)</u>	<u>Per cent</u>
Policy and strategy	6 487	45.8	3 338	12.1	9 825	23.6
Manpower development	1 298	9.1	10 335	37.7	11 633	28.0
Rural development	4 591	32.5	7 843	28.6	12 434	29.9
Industrial promotion	1 201	8.5	65	0.2	1 266	3.0
Energy	-	-	2 800	10.2	2 800	6.7
Other categories	582	4.1	3 060	11.2	3 642	8.8
	14 159	100	27 441	100	41 600	100

9. In the area of policy and strategy, UNDP will provide assistance to the Ministries of Industry, Economic Planning and Development, Commerce and Tourism. It will also assist the Ministry of Agriculture in devising appropriate marketing policies and strategies for agricultural projects and in instituting a mechanism which will effectively advise on policies and strategies dealing with the agricultural development programme. UNDP will also provide, to the Ministry of Energy, a Senior Energy Advisor and finance advisory services in petroleum exploration.
10. In the area of manpower development, UNDP will provide assistance to the Kenya Industrial Training Institute and assist in strengthening and expanding the Rift Valley Institute for Science and Technology and in establishing a graduate school of business. Assistance will also continue to be provided for training Kenyans both in the Aerodromes Department and in the Civil Aviation Department. Furthermore, UNDP will also help co-ordinate training institutions and training programmes in the country. Emphasis will also be put on the strengthening of the Directorate of Industrial Training through the introduction of improved training methodology, as well as on provision of opportunities for Kenyans to participate in training courses abroad, especially within the context of Technical Co-operation for Development (TCDC)
11. In the area of rural development, UNDP will assist the Government in the development of marginal land for cereal and livestock production, in small-scale horticultural production, in the fisheries development programme in the Lake Basin region, in coastal aquaculture, in forage crop development and in livestock production.
12. In industrial promotion, UNDP will assist by strengthening and expanding the activities of the Kenya Industrial Estates (KIE) in the promotion of small-scale industries, and will also help establish a Maintenance Centre for metal working industries.
13. In the area of energy development, in addition to assisting in strategy and policy formulation, emphasis will be placed on exploration of geothermal resources, following a UNDP-assisted project successfully carried out in one area of the Rift Valley.
14. Other categories of UNDP assistance include vocational rehabilitation of the handicapped, development of catchment and river potential in the Lake Basin region, integration of women in development through assistance to the Women's Bureau, strengthening the management of the Kenya Meat Commission and the Uplands Bacon Factory, support to the activities of the World Food Programme (WFP) in Kenya and the formulation of small-scale projects at local government level.

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15. The phasing of the country programme is shown in the following table:

Table 2  
Phasing of the country programme

A. Amounts programmed

<u>Year</u>	<u>(\$000)</u>	
1982	9 360	
1983	9 880	
1984	10 440	
1985	6 860	
1986	<u>5 100</u>	
Total	<u>41 600</u>	<u>a/</u>

B. Resources taken into account for programming

	<u>(\$000)</u>
Resources available for programming	<u>41 600</u> <u>b/</u>
(a) Third cycle IPF resources	-
(b) Other resources	-
Total resources taken into account for programming	<u>41 600</u>

IV. Recommendation of the Administrator

16. In the light of the views expressed above, the Administrator recommends that:  
The Governing Council

(a) Approve the proposed UNDP country programme for Kenya for the duration of its programme period within the limit of its Indicative Planning Figure for 1982-1986, taking into account the balance of over-expenditure or under-expenditure of its 1977-1981 Indicative Planning Figure; and

(b) Authorize the Administrator to proceed with appraisal and approval action on requests for assistance falling within the outlines of the country programme while ensuring, in accordance with the decision of the Governing Council at its eighteenth session (E/5543/Rev.1, paragraph 31), that expenditures are kept in reasonable conformity with the relevant Indicative Planning Figures and are contained within the financial resources available at any given time.

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a/ Representing 80 per cent of the illustrative IPF.

b/ The proposed phasing being subject to review in consideration of the need for adequate programming and of resource availability.

