

USAID/KENYA

RESULTS REVIEW AND RESOURCE REQUEST (R4)

2001-03-08

Please Note:

The attached FY 2003 Results Review and Resource Request (“R4”) was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a “pre-decisional” USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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Released on or after Oct. 1, 2003



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MEMORANDUM

TO: A-AA/AFR, Valerie Dickson-Horton

FROM: Jonathan M. Conly, Director, USAID/Kenya

SUBJECT: 2003 Kenya R-4

DATE: April 2, 2001

Attached is USAID/Kenya's Results Review and Resource Request for 2003. This is the last R4 to report on the performance indicators for our recently completed strategic planning period 1996-2000. Next year's R4 will report progress against indicators now under development for the strategic objectives recently approved for our new 2001-2005 Integrated Strategic Plan, although some measures of program impact from the former planning period will continue to the new period.

I want to focus this memorandum on one crucial issue that needs your support and that of your successor as Assistant Administrator. That is the level of USDH staffing for USAID/Kenya and for all our African field missions. Our bureau has not taken a hard enough look at the allocation of USDH field-based positions for a long time. We continue to plod along with inequitable allocation of these scarce resources. And when changes are made in staffing levels, they are done incrementally, without a strategic reassessment of where our resources can best promote U.S. interests and program results, and protect the integrity of our operations. I have made specific recommendations to the Bureau on how this can best be done, and I remain available to assist in the analysis and decision making.

In the meantime, USAID/Kenya continues to be the third-most staff-starved field mission in the Africa Bureau (after Nigeria and Angola) in terms of program size compared with USDH approved positions. I request the following two additional USDH positions, both of which you will see are perfectly justified by analysis of needs to program size.

First, we need to have our USAID/Kenya Controller position restored. USAID/Kenya is the only post in Africa with an OYB of over \$10 million (ours is \$30 million in DFA alone) without its own controller. No one has ever suggested that a program of this size needs less than one full time USDH Controller. REDSO cannot give us the equivalent of a USDH in support; and if they could I would ask that the position be transferred to USAID/Kenya. The restoration of this position, lost two years ago, will enable this Mission to keep management and financial vulnerabilities within manageable limits, like all our other AFR field missions.

If we do not get the added USDH position, our second choice is to hire a USPSC Controller. Failing that, our last option would be to eliminate the second USDH Executive Officer carried on the USAID/Kenya staffing pattern and substitute a USDH Controller. That would force REDSO to add a USDH Executive Officer to its rolls. The Kenya Complex (USAID/Kenya, REDSO/ESA, and OFDA/ARO) simply cannot operate without two USDH Executive Officers at post.

The second position I request is for a USDH Democracy and Governance Officer. Because it has taken so long for the Bureau to support this request, we have temporarily hired a program-funded USPSC as Office Chief. This necessary arrangement robs our DG program of scarce DA funding at a time when every dollar is needed to promote the peaceful transition to better governance in a post-Moi Kenya. The addition of this position would bring to three the number of USDH technical officers managing this mission's five SOs.

I regret having to dwell in this memorandum on the unpleasant side of our business. I remain hopeful that USAID/Kenya will continue to perform outstandingly and to help Kenyan reformers and other leaders build a more democratic and prosperous country in this strategically important region of Africa. But we cannot do so without relief for our USDH staffing level. That is why I ask for your help.

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Glossary

ABS	American Breeders Service
ADRA	Adventist Development and Relief Agency
AMREF Africa	Medical Research Foundation
AVSC	Access to Voluntary and Surgical Contraception
AWF	African Wildlife Foundation
CDC	Center for Disease Control
CGD	Center for Governance Democracy
CIDA	Canadian International Development Agency
CRS	Catholic Relief Services
CSD	Child Survival and Disease
CSOs	Civil Society Organizations
CYP	Couple-Years of Protection
DFID	Department for International Development (U.K.)
ECWD	Education Center for Women in Democracy
EGG	Economic Growth Group
FEWS	Famine Early Warning System
FIDA	Federation of Kenya Women Lawyers
FP	Family Planning
FPEAK	Fresh Producers Exporters Association of Kenya
FSN	Foreign Service National
GDP	Gross Domestic Product
GOK	Government of Kenya
IEA	Institute of Economic Affairs
IEC	Information, Education and Counseling
IED	Institute of Education in Democracy
IFRC	International Federation of the Red Cross
IMC	International Medical Corp
IMCI	Integrated Management of Childhood Illness
IMF	International Monetary Fund
IPAR	Institute of Policy Analysis and Research
IPPG	Inter-parties Parliamentary Group
ISP	Integrated Strategic Plan
JICA	Japan International Cooperation Agency
KAM	Kenya Association of Manufacturers
KANU	Kenya Africa National Union
KARI	Kenya Agricultural Research Institute
KCC	Kenya Cooperative Creameries
KDHS	Kenya Demographic & Health Survey
KHCF	Kenya Health Care Financing Program
KHRC	Kenya Human Rights Commission
KMAP	Kenya Management Assistance Program
KNH	Kenyatta National Hospital
K-REP	Kenya Rural Enterprise Programme
KSPA	Kenya Service Provision Assessment
KUJ	Kenya Union of Journalists
MCH	Maternal Child Health
MOH	Ministry of Health
MPP	Mission Performance Plan
MSE	Micro and Small Enterprises
MTEF	Medium-Term Expenditure Framework
NCKK	National Council of Churches of Kenya
NCEC	National Convention Executive Council
NCPB	National Cereals and Produce Board
NCWK	National Council of Women of Kenya
NDI	National Democratic Institute

NGO	Non-Governmental Organization
NHIF	National Hospital Insurance Fund
NHSSP	National Health Sector Strategic Plan
NRM	National Resource Management
NTAE	Non-traditional Agricultural Exports
OR	Operation Recovery
PAC	Post Abortion Care
PLI	Public Law Institute
PRGF	Poverty Reduction and Growth Facility (IMF)
PRSP	Poverty Reduction Strategic Paper
PSC	Parliamentary Service Commission
PSI	Population Services International
RH	Reproductive Health
SCODP	Sustainable Community Development Program
SME	Small and Medium Enterprises
TFR	Total Fertility Rate
UNDP	United Nations Development Program
UNFPA	United Nations Fund for Population Activities
USDH	United States Direct Hire (employee)

Overview and factors affecting program performance

OVERVIEW: The most significant activity in the Mission in 2000 was the design and development of a new integrated strategic plan (ISP) for FY 2001-05. Working towards the long-term goal of a democratic and economically prosperous Kenya, strategic objectives emerged in four sectors. These are democracy and governance, economic development, population and health, and natural resources management. During the development of the ISP, the Mission closely consulted with rural and urban men and women of all ages, households and individuals, farmers and formal sector employees. The strategy was reviewed in AID/W in January 2001 and approved.

Staff and program resource cuts continue to constraint the achievement of our program. While the Mission objects to the staff cuts we have been asked to take in the last five years, we continue to maintain a fully sustainable program. We have coped with this downsizing through a combination of (1) narrowing the scope of our program and (2) empowering our senior FSNs to perform work previously done by USDH. Although these are excellent management measures, the Mission is stretched just about to the breaking point, and we need some relief on USDH staff. In January 2001, our democracy and governance (DG) program was cut by 35 percent. If not reversed in 2002, this reduction will severely scale back the NGO capacity-building program and the Parliamentary Strengthening program.

FACTORS AFFECTING PROGRAM PERFORMANCE

1. **Economic performance:** Developments in the economy affect our program. Economic activity in 2000 remained depressed throughout the year. Provisional data from Central Bank of Kenya show that real GDP growth rate in 2000 was negative 0.4 percent compared with 1.8 and 1.4 percent in 1998 and 1999 respectively. The slow down in growth was due to a combination of unfavorable factors: severe drought that adversely affected power and water supply, agricultural production, livestock and dairy production; poor infrastructure; mismanagement of major farmers' institutions; and insecurity. The decline was in all sectors of the economy except trade, restaurants and hotels and transport, storage and communications. Agriculture, which contributes 24.5 percent of GDP, declined by 0.4 percent. The stagnation in agriculture is attributed to the prolonged drought and the high cost of farm inputs. As a result, export earnings from tea and coffee fell, while horticulture exports rose by only 0.2 percent. The manufacturing sector, which contributes about 13.2 percent of GDP, declined by 0.3 percent, compared with 1.0 percent growth in 1999. Tourism earnings, already suffering from increased competition, poor infrastructure, and occasional attacks on tourists by gangs, recorded a marginal increase of 1.6 percent.

The overall month-on-month inflation fell to 5.2 percent in February 2001 from 6.0 percent in January. Employment in the formal sector decreased significantly last year, as a large number of enterprises started laying off labor in response to rising input costs, reduced domestic demand, and power rationing, which intensified after June 2000. The balance of payments improved to a surplus of \$121 million in the year to January 2001 from a deficit of US\$ 39 million in November 1999, reflecting a drastic reduction in the current account deficit and a surplus in the capital account. Deficit in the current account was \$ 164 million while capital account had a surplus of \$285 million. The Government budget deficit over the first seven months of the fiscal year 2000/01 was 0.3 percent of GDP on a commitment basis compared to 0.4 percent in a similar period in the fiscal year 1999/00. During the same period, on a cash basis, the fiscal performance improved to a budget surplus of Ksh. 1.6 billion compared to a deficit of Ksh.1.9 billion as the government financed its expenditure by utilizing its deposits at the Central Bank.

Kenya is currently in a standoff with the International Monetary Fund (IMF) and World Bank. Major IMF issues are the high court declaration that the Kenya Anti-corruption Authority is unconstitutional and the failure of parliament to pass the anti-corruption and economic crimes and the public service code of ethics Bills. These are key IMF conditions under the three-year Poverty Reduction and Growth Facility (PRGF) arrangement. The IMF is insisting that the bills must be passed, signed and enacted. Under the World Bank's Economic and Public Sector Reform Credit, The GOK has met four and failed to meet six other conditions, including the partial privatization of the Kenya Telcom. As a result, \$200 million in IMF loans and an additional \$150 million from the World Bank,

already included in this fiscal year's budget, have not been disbursed, thus forcing the government to cut operations and maintenance expenditures by 50 percent and virtually putting all development activities on hold.

2. *Increased Emphasis on Customer Focus:* USAID puts customer first in all its programs and activities. We include customers in the design of new activities, hold joint monitoring and evaluation activities and closely work with them to develop performance monitoring plans. Our strategic objectives are based on a solid understanding of customers' needs and situations. For example, the new five-year ISP benefited a lot from views and expertise of a wide range of Kenya customers - rural and urban, men and women. We conduct regular customer assessments about customer needs, perceptions, and service delivery, and ensure those findings and lessons learned from this partnership are shared and used to make necessary changes to our activities. We maintain close relationship with local professionals. As a result, Kenyan professionals understand USAID's needs and are available on short notice for assignments. This helps the Mission save money and, at the same time, keeps the expertise in Kenya, where it is needed. Because of this strategic alliance, our resources move through our intermediate customers and reach end-users in a timely fashion to achieve the results customers and USAID have agreed upon.

3. *Collaboration with other USG agencies and donors:* During the design of the ISP, USAID consulted with Embassy's Political Section, Economic Section, Foreign Agriculture Service, Public Affairs Section, REDSO/ESA, Centers for Disease Control, Office of Foreign Disaster Assistance, Peace Corps, and the U.S. Army Medical Research Unit. This consultation enabled the Mission to choose strategic objectives and program interventions that promote U.S. interests in Kenya and the region. USAID is a founding member of the Economic Governance Group (EGG), a three-year-old group of ambassadors and directors of bilateral aid agencies and country directors and representatives of the Bretton Woods institutions and United Nations agencies. The EGG is pursuing issues of interest to USAID such as pressing the GOK to improve economic governance, including improved performance of the public sector, reducing the role of government, improving the operating environment for the private sector, and reducing corruption. This partnership has helped USAID to develop a well-focused program and approaches that are responsive to Kenya's needs.

4. *Political Transition:* Kenya has entered a period of political transition characterized by uncertainty, confusion and anxiety. Kenya began a process of reforming the constitution in 1998. However the process stalled in 1999 over the issue of the composition of a 25-person commission to run the process. The government decided to confine the constitutional review to parliament, while the religious sector and civil society preferred a broad consultation with all stakeholders. The stalemate continued for two years but negotiations to merge the two groups started in December 2000. In March 2001 history was made when both groups agreed to merge.

The ruling party has not announced an intended successor to President Moi, who has repeatedly said, both privately and publicly, that he intends to step down from office in 2002, in keeping with the Constitution. The debate on who will succeed him has intensified as rival factions jockey for the position in the run-up to general elections scheduled for 2002. One faction of the ruling party has been calling on the president to extend his term for the sake of political stability. Another is asking the president to name a successor to ease anxiety and the current political suspense and to give a clear political vision. The opposition has failed to take advantage of the divisions within the ruling party to offer the country alternative leadership. Whichever party emerges victorious during the elections will largely depend on its ability to negotiate and form alliances with other parties. But the opposition in Kenya is not known for negotiating a compromise.

If the political transition becomes violent, USAID's program could be restricted. There has been increased wave of insecurity across the country. Cattle rustling in pastoral areas of Northeastern Kenya is increasing. As poverty and unemployment continues to rise, car-jackings and thuggery are on the increase, not only in Nairobi but also in rural areas. The government has used police to violently break up several political meetings organized by Muungano wa Mageuzi (movement for change), led by leading opposition figures. Despite the foregoing, signs of hope abound. Public discourse is far more open than it was just a few years ago. Civil society is quite vocal in demanding political change. Parliament is raising its profile and rightfully retrieving its oversight and monitoring role over the constitutional reform process. On the political front, key political parties are now in talks about common electoral strategies.

Concluding Remarks: With the exception of the power and water rationing in 2000 and the staff and program cuts of recent years, none of the factors discussed in this section has had a major negative impact on the program. Power rationing affected operations of micro, small and medium enterprises (MSMEs). Production and operation costs of MSMEs increased, and several of them closed down. All the Mission SOs met expectations, and the prospects for achieving results during the planning period are highly favorable. We are proud that our program is mature and results - producing and has had profound impacts on the well-being of the Kenyan people. The program is a product of sustained investment and collaboration with our customers, USG agencies, NGO partners and donors.

Linkage with Mission Performance Plan (MPP): The recently developed ISP for FY 2001-05 is integral to the Embassy's MPP. Our program supports U.S. national interests and strategic goals, articulated in the Embassy's MPP for FY 2000-02, in democracy and governance, economic prosperity, population and health, environment and biodiversity, and humanitarian assistance.

SO Text for SO: 615-001 Effective demand for sustainable political, constitutional and legal reform created

Country/Organization: USAID Kenya

Objective ID: 615-001

Objective Name: Effective demand for sustainable political, constitutional and legal reform created

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

- 0% 1.1 Critical private markets expanded and strengthened
- 0% 1.2 More rapid and enhanced agricultural development and food security encouraged
- 0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
- 15% 2.1 Rule of law and respect for human rights of women as well as men strengthened
- 0% 2.2 Credible and competitive political processes encouraged
- 70% 2.3 The development of politically active civil society promoted
- 15% 2.4 More transparent and accountable government institutions encouraged
- 0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
- 0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
- 0% 4.1 Unintended and mistimed pregnancies reduced
- 0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
- 0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
- 0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
- 0% 4.5 The threat of infectious diseases of major public health importance reduced
- 0% 5.1 Threat of global climate change reduced
- 0% 5.2 Biological diversity conserved
- 0% 5.3 Sustainable urbanization including pollution management promoted
- 0% 5.4 Use of environmentally sound energy services increased
- 0% 5.5 Sustainable management of natural resources increased
- 0% 6.1 Urgent needs in times of crisis met
- 0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Democracy

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional): Democracy and Human Rights

(Page limitations for narrative begin here):

Summary of the SO:

This SO contributes to both the MPP goal of "deepening democratic reforms in Kenya" and the agency's goal of "strengthening democracy and good governance". The SO serves U.S. national interests of democracy and human rights. USAID/Kenya tracks and reports on the strategic objective, three intermediate results (IRs) and corresponding indicators. This year we are reporting on two IRs, IR 1.0 focusing on civil society strengthening with emphasis on women's participation, and IR 1.1 which aims at expanding organizational outreach capacity of civil society organizations (CSOs). In past years we have also reported on IR 2.0, making the electoral process more transparent. However, as we have not engaged in activities under this IR for the past two years, there is nothing new to report. Gender is a cross-cutting theme in this SO, and it has become part of the national advocacy agenda in this year. Many CSOs now incorporate gender materials and programs in their activities as well as policies. In addition

to our partnership with Kenyan CSOs, Mission insistence that both rural and urban activities be integrated in the programs of CSOs has also been crucial to USAID strategy design and success. This has meant that even though CSOs are the Mission's intermediate customers, the ultimate downstream consumers are the ordinary people of Kenya.

Key Results:

The program has achieved significant impact with respect to all key intermediate results. A survey of USAID-funded CSOs found an increase in the number of debates initiated by CSOs the previous year. In particular, gender was an important advocacy issue. 62.5 percent of CSOs surveyed identified affirmative action and a new proposed equality bill as some of the key advocacy issues for the year 2000. Both these issues were brought to the limelight by a coalition of women organizations led by the Collaborative Center for Gender and Development (CCGD), a USAID funded CSO. Other key factors include a slight increase in the number of CSOs actively consulting with government on critical issues such as national policies and draft legislation. Seventy four percent of CSOs interviewed frequently consulted the government, and 66 percent of them described the impact of these consultations as satisfying. Key USAID funded CSOs such as the Institute for Policy Analysis and Research (IPAR), the Center for Governance and Development (CGD) and the Institute For Economic Affairs (IEA) periodically gave evidence and expert advise to parliamentary committees on issues such as the budget, interest rates and draft legislation.

Performance and Prospects:

Our performance data show that in the year 2000 the ability of CSOs to mobilize around critical issues and demand change improved over the 1999 results. CSO coalitions are now commonplace. Many USAID-funded CSOs frequently consulted with the GOK on important policy issues ranging from the budget to the Poverty Reduction Strategy Paper (PRSP). Performance data from a USAID survey in 2001 show that advocacy activities were higher in the year 2000 than the previous year. USAID-funded CSOs are now recognized as legitimate stakeholders and routinely consulted on poverty reduction, HIV/AIDS and new democracy and governance policy and legislation. For instance, the Human Rights Network, a USAID-funded CSO, was invited by the Attorney General (AG) to help in revising proposed legislation to establish an autonomous state-funded human rights commission. Indeed, much new legislation in the last year included significant input from USAID-funded CSOs. For example, the IEA successfully lobbied parliament to change some clauses in the finance bill. This suggests recognition that CSO-backed reforms have broader legitimacy and better chances of success.

USAID-supported CSOs remain at the forefront of national debate and are key advocates for reform. The IPAR has given expert testimony to three important departmental committees in the National Assembly: the Finance Committee, the Health Committee and the Education Committee. The CGD worked with the parliamentary committee against corruption on new draft legislation addressing the anti-corruption and economic crimes bill. The draft bill created a fully autonomous anti-corruption authority but was rejected by full parliament after the AG introduced clauses that weakened the authority and made it subject to control by the Executive Branch. The creation of an autonomous anti-corruption authority is a precondition for the resumption of IMF support to the GOK. Recent statements by President Moi and key members of the parliament suggest that the prospect for the return of anti-corruption legislation is positive. After successfully lobbying the GOK to adopt the multi-year budget process, IEA continues to lobby for more transparency and now routinely works with parliament and Treasury, as well as convening the private sector to participate in critical policy dialogue. A key part of this program entails enhancing the transparency of the budget process, and for two years now, the IEA has held high-profile pre-budget hearings to identify national priorities and increase MPs' understanding of the medium-term expenditure framework. These initial steps are necessary for the MPs to effectively review and develop GOK budgets.

Overall, USAID-funded CSOs not only widened the scope of their work by generating more debates; they also engaged in more collaborative activities. Whilst most of the coalitions reviewed target local issues, others, like PEACE-NET, are Panafrican, signaling CSOs' potential to be part of regional strategies. The key CSO coalition for year 2000 was the Ufungamano constitutional review initiative. Ufungamano is a coalition of religious groups. As the year ended, the GOK found that it could no longer plausibly argue that Ufungamano was illegitimate and accepted its inclusion in the GOK's formal constitutional review process. This demonstrates that, however things pan out, CSOs have increased their capacity and established their role in any eventual constitutional settlement.

In the year under review, USAID-funded CSOs clearly recognized the singular role that an independent, well-informed and effective parliament is likely to play in the evolution of democratic politics in the pre-and post 2002 transition. This means that on-going CSO activities not only foreshadow current Mission thinking but also, in program terms, actually complement and logically feed into the new strategy. The independence of parliament will be reported on next year. The impact of our program on parliament this year has been achieved via CSOs.

IR.1.1:Civil Society Strengthened with Emphasis on Women's Participation: Women's issues moved to center-stage in 2000. 62.5 percent of CSOs surveyed identified the campaign for affirmative action as well as the proposals for an equality law as among the most critical advocacy issues of the year. All CSOs said that they actually took gender into account in designing their programs and recruiting personnel. At least 50 percent set specific gender targets, some in their own employment practices and policies and others in program participation. The USAID-funded CGD has led efforts to mainstream gender in the constitutional review process, the budget, and ordinary legislation. With the League of Kenya Women Voters and FIDA, two other USAID-funded CSOs, the CGD is co-hosting the committee mandated to draft both the equality and the affirmative action bills. This organization is also involved in efforts to mainstream gender within the PRSP and help Treasury develop the technical expertise to set gender priorities for the budget.

USAID-funded women's organizations have also identified parliament as an important target for advocacy, routinely giving advice to supportive MPs on gender issues. These organizations are also members of the Coalition Against Violence on Women that has been running a highly visible media campaign to create pressure for reform of Kenya's outdated and ineffectual anti-rape and sexual assault laws.

IR1.2:Organizational and Outreach Capacity of CSOs Expanded: The CSOs regularly participated in networks and coalitions, but they also had more activities (programmatic expansion) and reached more geographical areas. Ninety four percent of the CSOs said that their programs had a rural component and 75 percent have expanded their programs geographically to cover all provinces in the country. This is an impressive performance over the previous year. This result is even more remarkable given the paradox that, whereas government had fruitful consultations with CSOs at the national level, at the local level the administration routinely harassed CSOs conducting civic education. CSO expansion into previously inaccessible areas suggests that many more ordinary Kenyans will now be beneficiaries of existing programs and activities. USAID will continue to support such efforts as well as identify sound and well run on-site organizations from these hard-to-access areas in order to ensure a continuing presence there.

In this final year of our strategy, it is important to briefly reflect on the impressive trends in the indicators we have reported on during the past five years. There can be no doubt that CSOs have become more capable of demanding reforms. In 1995 USAID's survey results indicated that our CSOs almost never initiated debate, quickly responded to adverse GOK action, or formed coalitions. On a scale of one to five, with five being the most active, they received an overall rating of one. Today, with few exceptions, our CSO partners regularly engage in all these activities. Using this same scale, a USAID survey shows CSOs today receive an overall rating of four. We have also experienced an impressive upward trend in the percent of NGOs offering civic education activities with a focus on women's participation, an increase from 44 percent to 80 percent. Finally, we have seen the number of CSO issue networks increase from 0 to 12 over the life of the strategy.

Possible Adjustments to Plans:

The newly approved ISP will be reported on in next year's R4..

Other Donor Programs:

The US is a leading donor in this area. Others include the United Kingdom, the Netherlands, and Sweden.

Major Contractors and Grantees:

U.S. contractors included Marquette University and World Learning. Kenya grantees included CGD, CCDG, IEA, IPAR, National Council of Churches of Kenya, Anglican Church of Kenya, and Muslim Education Trust.

Performance Data Table

Fiscal Year: FY2003

Objective Name: Effective demand for sustainable political, constitutional and legal reform created

Objective ID: 615-001

Approved: 1996-09-30

Country/Organization: USAID Kenya

Result Name: Effective demand for sustainable political, constitutional, and legal reform created

Indicator: Weighted effective demand index

Disaggregated By:

Unit of Measure: Index

Year	Planned	Actual
1995 (B)	1.0	1.0
1996	2.0	2.0
1997	3.0	3.0
1998	3.5	3.5
1999	3.5	3.7
2000	4.0	4.0
2001	4.5	-

Source:

USAID, Print Media, NGO Council

Indicator/Description:

The following factors were used to calculate effective demand index. Weights attached to each factor are shown. The scores ranged between 1-5, with 1 the lowest score and 5 the highest possible score. Factor, Weight; a) Interest groups initiate debate, 35 percent; b) Local groups respond quickly to adverse actions, 50 percent; c) Relevant interest groups form coalitions, 15 percent.

Comments:

73 percent of CSOs surveyed lobbied for change and initiated debate on issues like affirmative action, equality for men and women, board-based constitutional reform and an inclusive policy-making process. The high visibility of CSOs and the issues they raise have led to more frequent joint fora between CSOs and government. Over 90 percent of the CSOs react to adverse government actions, 69 percent do so always or often. Of those that are not always able to react, they tended to identify lack of funding as one of the major constraints. Our performance data show that each of the CSOs surveyed had participated in one coalition or the other in the year under review. All of them had been a member of at least one coalition for more than a year. Building on the 1999 results, we conclude that CSO coalition building is no longer an episodic, fire-fighting measure but a central part of how Kenyan CSOs now do business. CSOs surveyed said that coalitions helped them keep important issues alive, are more effective in making the government listen, enhance the clout of individual CSOs, help CSOs co-ordinate activities and hence conserve dwindling resources, ensure wider geographical coverage of programs and facilitate the development of common standards, curriculum and objectives

Performance Data Table

Fiscal Year: FY2003

Objective Name: Effective demand for sustainable political, constitutional and legal reform created
 Objective ID: 615-001
 Approved: 1996-09-30 Country/Organization: USAID Kenya
 Result Name: IR 1.1.1 Organizational and outreach capacity of civil society organizations expanded
 Indicator: Number of NGO issue networks in existence
 Disaggregated By:

Unit of Measure: Actual count

Year	Planned	Actual
1992 (B)	0	0
1996	2	2
1997	4	7
1998	5	8
1999	8<	13
2000	8<	12
2001	10	NA
2002	12	NA

Source:
 NGO Council, USAID files

Indicator/Description:
 Number of NGO networks created to bring together CSOs and other actors involved in a variety of issues within one geographic/rural area (District or Province)

Comments:
 Geographic networks are important in ensuring that NGOs begin addressing issues from holistic viewpoints and pursue integrated approaches, including lobbying in tandem with other actors sharing complementary policy and environmental contexts. The purpose of forming networks is first to avoid the duplication of efforts in civic education and second, to increase the outreach capacity. Geographic networks or coalitions are an effective method of collectively presenting an issue in one voice with a high degree of being heard by the government. Coalitions force people to think together carefully through an adverse State action before embarking on any collective action.

SO Text for SO: 615-002 Increased commercialization of smallholder agriculture and natural resources management

Country/Organization: USAID Kenya

Objective ID: 615-002

Objective Name: Increased commercialization of smallholder agriculture and natural resources management

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

25% 1.1 Critical private markets expanded and strengthened
25% 1.2 More rapid and enhanced agricultural development and food security encouraged
20% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
0% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
0% 5.1 Threat of global climate change reduced
10% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
20% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Open Markets

(Page limitations for narrative begin here):

Summary of the SO:

SO2 contributes to the Agency goals of broad-based economic growth, agricultural development and environmental protection. The SO is linked to the MPP goals of economic development, open markets, U.S. exports, environmental protection and humanitarian assistance. It pursues three interrelated tracks to achieve the following results: strong and competitive agricultural markets; a vibrant off-farm entrepreneurial sector; and increased non-traditional agricultural exports (NTAE). This SO contributes to job creation, increased incomes, wildlife conservation and increased food security for communities in marginal areas. Strong links exist between agriculture and micro-enterprises. Half of micro-enterprises rely exclusively on domestic agriculture for inputs, while off-farm enterprises are the main suppliers of farm inputs and funds for on-farm investments. The SO's natural resource management (NRM) activity promotes improved NRM by increasing benefits from conservation to the affected

communities. SO2 customers are three million smallholder farmer households, which constitute 80 percent of Kenyan households and account for 75 percent of total agriculture production. The customers also include micro and small enterprises (MSEs) and communities near parks and protected areas. A large portion of SO2 customers are women, who manage over 40 percent of smallholder farms and own 47 percent of MSEs.

Key Results:

The mission achieved positive results in the areas of private sector participation, agricultural policy reforms, NRM and MSE employment generation. Working with private firms, SO2 implementing partners successfully provided agri-inputs and extension services. Similarly, efficiency of agricultural markets improved, due to increased private sector participation. Tegemeo, a USAID-supported think tank, is on the Kenya's Poverty Reduction Strategy Paper (PRSP) drafting team and has played a prominent role in the process of policy development. MSE employment increased as a result of growth in lending by USAID and the average operational self-sufficiency in USAID-targeted microfinance institutions has improved over three years. Performance targets were met for most of the key indicators, in spite of the severe 1999-2000 drought, famine, and country-wide power and water rationing, which resulted in a significant fall in agricultural production, increased food aid imports and an overall decline in economic growth.

Performance and Prospects:

The performance data table shows that in 2000, the quantity of maize marketed declined to 17 percent of production, compared to 33 percent in 1999, and below the 45 percent target in FY 2001. The indicator was higher, at 34 percent, in the high potential areas, where USAID activities have been targeted and commercialization more firmly entrenched. The percentage of maize production that was marketed declined due to the severe drought, as most households did not harvest crops and had nothing to sell. USAID's policy research and dialogue through Tegemeo, and efforts of the World Bank on privatization and institutional reforms, kept agricultural commercialization on course. Tegemeo actively articulated agricultural policy issues in print media, public debates, television talk shows and parliamentarians' meetings. During the reporting year, the private sector remained active in the agricultural markets, as the Government of Kenya (GOK) gradually relinquished its roles in the markets. Liberalization enhanced regional trade, as grains moved freely from surplus to deficit areas, resulting in improved regional food security.

Performance of the NRM program, under the Conservation of Resources through Enterprises (CORE), improved significantly this year. Partnerships established under the previous COBRA project were strengthened and capacity of community-based organizations built, resulting in increased NRM related investments from \$5,796 in 1994 to \$365,000 in 2000. Similarly, community incomes increased to \$277,314 from \$119,000, while 367 jobs were created. CORE work with communities in ten new sites, targeting over 35,000 hectares for conservation, indicates that communities are taking active steps to increase conservation in their areas.

Through P.L. 480 Title II, USAID partners have made commendable progress towards enhancing the transition of vulnerable households from relief to development. Household food production increased, and communities helped to diversify income sources. Last year, Technoserve and Heifer Project International distributed 365 heifers, assisted 225 dairy farmers to sell an average of 752 liters of milk per day, and developed 57 dairy-related micro enterprises in target areas. When Kenya's northern communities were receiving 100 percent of food needs through relief food distribution, 1,528 farmers of Morulem Irrigation Scheme, a World Vision P.L. 480 Title II project in one of the areas hardest hit by the 1999-2000 drought, had surplus in grain storage and required no relief food at all. World Vision Kenya received the World Food Day award in 2000 for outstanding performance in food production from the Permanent Presidential Commission on Soil Conservation and Agro-forestry.

IR 1.0: Agricultural markets strengthened and more competitive: This result's key indicator, "percentage of grain production sold to key GOK parastatals," was fully achieved in 1998 and was not monitored during 2000. The mission monitors other relevant indicators such as farmgate-to-wholesale price ratio, previously reported at the SO level. The performance data table shows that the farmgate-to-wholesale market price ratio for maize was 93 percent, exceeding the 90 percent targeted in 2000 and achieved in 1999, an indication of improved market efficiency. The recent drought resulted in major livestock losses and drastic reduction in normal milk production in the whole country. However, the average daily milk production per cow was 28 liters, compared to 25 liters in 1999, in the ABS-targeted areas. Demand for U.S. bovine genetics exports to Kenya and East Africa declined from 93,500 units

to 24,500 units. However, with the resumption of normal rainfall and aggressive marketing, demand for U.S. genetics is expected to rise above 150,000 units in 2001.

Through USAID support, Kenya Agricultural Research Institute and Winrock International. multiplied 66,000 kgs of hybrid seeds, 40,000 horticulture seedlings and 40,450kgs of open pollinated variety seeds. The two partners collaborated with the private sector, community-based organizations and government institutions to provide yield-enhancing inputs and extension services to both women and men farmers. They trained 1,360 farmers and 137 agri-input stockists, 45 percent and 26 percent of whom were women, on improved farming systems, agronomic packaging and farmer extension services. One USAID partner, Sustainable Community-Oriented Development Program (SCODP), stimulated demand for farm inputs among small-scale farmers and sold Kshs12.2 million worth of fertilizers and seeds in 2000 in Western Kenya. Norsk Hydro East Africa, a private importer of high quality fertilizers, has agreed to repack fertilizers for SCODP in quarter kilogram packets.

IR 2.0: Increased labor opportunities for smallholders: MSE employment grew by 15 percent in 2000, exceeding the Mission target of 10 percent. Women comprised 47 percent of the people employed. Employment growth was due to collaborative efforts of USAID, the GOK, UK's Department for International Development, World Bank, and the European Union. On the microfinance side, USAID provided technical assistance and capacity-building grants, which led to a 277 percent loan portfolio growth over the last three years, and a 94 percent operational self-sufficiency in targeted institutions, up from 59 percent in 1998. USAID-supported institutions disbursed Kshs 456 million in loans to 31,100 MSE clients and mobilized Kshs 335 million in savings in 2000. Kenya Rural Enterprise Program (K-REP) Bank, in its first year of operation, accounted for nearly half of the total credit provided, savings mobilized and clients reached. Through the World Council of Credit Unions, USAID assisted 16 credit unions with a \$53,402,895 in loan portfolio, a total of 99,060 borrowers, and 116,600 savers, 40 percent of whom are women, to achieve operational self-sufficiency.

IR 3.0: Increased growth of non-traditional exports: Horticultural produce remains one of Kenya's major export commodities, ranking third after tea and coffee. Last year's total exports volume declined by 12 percent due to the severe drought, high freight costs and more strict international phytosanitary standards. However, the value remained unchanged due to increased efficiency through improved packaging and increased awareness of marketing requirements promoted by the Fresh Produce Exporters Association of Kenya, a USAID supported association.

Prospects for achieving results under this SO in the future are good. However, recurrent drought, poor infrastructure and lagged institutional reforms may affect performance. Lack of competitiveness, due to high production costs, is a challenge to trade expansion within the domestic, regional and international markets. To address some of these problems, USAID, the World Bank, European Union and bilateral donors are supporting roads. USAID will, through Tegemeo and other avenues, support further policy and institutional reforms. The liberalized dairy sector and the reformed producer organizations are expected to have good results.

Possible Adjustments to Plans:

Two new SOs, "Increased Rural Household Incomes" (SO7) and "Improved Natural Resource Management" (SO5), evolved from this SO, have been approved under the new ISP (FY 2001-2005). SO2 and the new SOs will be implemented simultaneously over the next year, thus we shall report on all three SOs in next year's R4.

Other Donor Programs:

The World Bank and the European Union are major donors in agriculture, environment and infrastructure sectors. Britain, Germany, France and Japan support applied agricultural research, agricultural policy analysis, and microenterprise, while the UNDP, Finland and Belgium support environmental protection.

Major Contractors and Grantees:

Winrock International, Tegemeo Institute, Kenya Agricultural Research Institute, Catholic Relief Services, World Vision Kenya, CARE, Development Alternatives Inc., Technoserve, Fresh Produce Exporters Association of Kenya, K-REP Holdings Ltd., Cooperative Bank of Kenya, Agricultural Business Services, Appropriate Technologies for Enterprise Creation, Food for the Hungry International, Adventist Development and Relief organization, Kenya Wildlife Services, African Wildlife Foundation, PACT Inc., Heifer Project International, K-REP Bank.

Performance Data Table

Fiscal Year: FY2003

Objective Name: Increased commercialization of smallholder agriculture and natural resources management

Objective ID: 615-002

Approved: 1996-09-30

Country/Organization: USAID Kenya

Result Name: Increased commercialization of smallholder agriculture and natural resources management

Indicator: Smallholder maize production marketed

Disaggregated By:

Unit of Measure: Percent

Year	Planned	Actual
1992 (B)	NA	12
1996	30	24
1997	35	38
1998	40	34
1999	45	33
2000	45	17
2001 (T)	45	NA

Source:

Economic Survey, Special Studies, Ministry of Agriculture Reports

Indicator/Description:

Smallholder maize marketed divided by total smallholder maize output

Comments:

Last year's marketed maize production was seriously affected by drought as most smallholder farmers did not harvest any crops and therefore, had nothing to sell. The target for FY 2001 of 45 percent is based on the prospects for next year, taking the challenges of the drought, poor infrastructure and the lagged institutional and legal framework into account. The Mission will develop a performance monitoring plan for SO7 and SO5 in the course of this year and submit the indicators to be tracked and reported on in FY 2004 R4.

Performance Data Table

Fiscal Year: FY2003

Objective Name: Increased commercialization of smallholder agriculture and natural resources management

Objective ID: 615-002

Approved: 1996-09-30

Country/Organization: USAID Kenya

Result Name: IR 2.1 Increased strength and competitiveness of agriculture markets

Indicator: Ratio of farm-gate price to wholesale market price of selected commodities increased

Disaggregated By:

Unit of Measure: Percent

Year	Planned	Actual
1995 (B)	NA	80
1996	82	80
1997	84	82
1998	86	92
1999	88	90
2000	90	93
2001 (T)	92	NA

Source:

Ministry of Agriculture, Tegemeo Institute of Agricultural Policy and Development (University of Egerton)

Indicator/Description:

The price paid to maize farmers as a percentage of wholesale price at the market points

Comments:

The wholesale maize prices were determined using the Ministry of Agriculture's market prices while the farm-gate prices represent what was paid to the farmers by the middlemen. The increase in the farm-gate to market price ratio shows that market efficiency improved during the reporting period. The mission will continue monitoring this indicator, among others, in FY 2001 as it continues implementing activities that impact on market efficiency.

Performance Data Table

Fiscal Year: FY2003

Objective Name: Increased commercialization of smallholder agriculture and natural resources management

Objective ID: 615-002

Approved: 1996-09-30

Country/Organization: USAID Kenya

Result Name: IR 2.2 Increased services and labor opportunities for smallholders

Indicator: Growth in total micro and small enterprise employment

Disaggregated By:

Unit of Measure: Number of people (in '000)

Year	Planned	Actual
1995 (B)	NA	1,200
1996	1,320	1,400
1997	1,452	1,740
1998	1,597	1,954
1999	2,150	2,400
2000	2,520	2,760
2001 (T)	3,035	NA

Source:

GOK's Central Bureau of Statistics, Economic Survey 1999

Indicator/Description:

Number of people employed in MSEs

Comments:

The two recent MSE surveys of 1995 and 1999 show that employment in the micro and small enterprise sector has been growing by an average of 15 percent between 1995 and 1999. The mission's estimate on employment growth for MSEs in 2000 is based on results of the two national MSE surveys. MSE sector employment is important as it represents 92 percent of private sector, on-farm employmen, and the sector is gender-sensitive, as 47 percent of total employment is of women.

Performance Data Table

Fiscal Year:

Objective Name: Effective demand for sustainable political, constitutional and legal reform created

Objective ID: 615-001

Approved: 0000-00-00

Country/Organization: USAID Kenya

Result Name: Civil society strengthened with emphasis on women's participation

Indicator: Percent of USAID-funded organizations/activities offering civic education programs focusing on involvement of women

Disaggregated By:

Unit of Measure: Percent

Year	Planned	Actual
1992 (B)		0
1996	20	44
1997	40	54
1998	60	51
1999	70	79
2000	80	84
2001 (T)	90	NA

Source:

USAID grantees/USAID Survey

Indicator/Description:

Actual number of USAID-funded organizations offering civic education programs focusing on involvement of women

Comments:

Even though not all organizations conducted civic education activities, of those that did more than 80 percent covered materials specifically focused on women and/or set goals for participation by women. Furthermore, looking at all of our CSO partners participating in this years survey (not just those offering civic education), all of our partners said that they actually took gender into account in designing their programs and recruiting personnel. At least 50 percent set specific gender targets, some in their own employment practices and policies and others in program participation.

SO Text for SO: 615-003 Reduce fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning and health services

Country/Organization: USAID Kenya

Objective ID: 615-003

Objective Name: Reduce fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning and health services

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
0% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
25% 4.1 Unintended and mistimed pregnancies reduced
6% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
4% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
56% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
9% 4.5 The threat of infectious diseases of major public health importance reduced
0% 5.1 Threat of global climate change reduced
0% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
0% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Population

Secondary Link to MPP Goals (optional): Health

(Page limitations for narrative begin here):

Summary of the SO:

USAID/Kenya's health sector strategic objective (SO3) directly contributes to the Agency's objectives of reducing unintended and mistimed pregnancies, improving infant and child health, reducing HIV/AIDS transmission, and reducing the threat of infectious diseases. SO3 is linked to the Mission Performance Plan's population goal ("reduce Kenya's total fertility rate") and its health goal ("reduce risk of HIV/AIDS, malaria, and other infectious diseases").

Three intermediate results support SO3: (1) non-USAID financial resources for family planning, HIV/AIDS and child survival increased; (2) capacity of public and private institutions to finance, plan and manage resources increased; and (3) customer use of integrated family planning, HIV/AIDS, and child survival services increased. The

beneficiaries of this program are 14 million men and women of reproductive age and 5 million children under five years of age.

In FY 2000, USAID used Child Survival and Disease (CSD) funds for HIV/AIDS prevention, care and support programs, including national policy improvements; community-based behavioral change and home-based care; condom social marketing; financing and management systems within the health sector; and management of childhood diseases. USAID used Development Assistance (DA) funds to provide integrated family planning (FP) and reproductive health (RH) services through NGOs; provide technical assistance in logistics, training, and supervision; and begin socially marketing hormonal contraceptives. Activities in health sector financing and sustainability, and applied research and policy formulation, were funded from both accounts.

Key Results:

Performance measures show that the Mission's bilateral population and health program continues to generate positive and important results. The continuing decline in Kenya's previously very high fertility rates reflects improved access to RH information and services through direct USAID support to private sector service providers. Declines in the total fertility rate continued meeting Mission targets. There was a 13 percent increase in annual TRUST condom sales from 11.5 million in FY99 to 13 million in FY00. Through USAID and Embassy advocacy, the GOK allowed free airing of generic behavior change messages valued at over \$400,000 on the national television station. Cost-sharing revenue collections continue to surpass Mission targets. Further increases in these revenues are expected from the introduction of automated cash collection systems in key health facilities. 2.12 million couple years of protection (CYPs) were generated in public and private health facilities. The CYP indicator met expectations, and evidence clearly shows continued dependence of the FP/RH program on USAID's technical assistance for commodity distribution. For instance, in FY00 FP commodities, HIV/sexually transmitted (STI) drugs and testing kits and maternal and child health (MCH)/FP equipment valued at over \$8 million were distributed through this system, preventing commodity stock-outs. The HIV/AIDS program continues to expand. In FY00, USAID re-focused its prevention, care and support activities in two provinces, while continuing to provide policy and technical support at the national level. In FY00, the GOK launched a national HIV/AIDS strategic plan and created and operationalized a multisectoral approach to the epidemic. The U.S. government's LIFE initiative provided significant new funding for both USAID/Kenya and Centers for Disease Control (CDC), enabling both agencies to expand and accelerate support to Kenya's HIV/AIDS program.

Despite these achievements, many challenges remain. Unabated increases in HIV prevalence among adults, economic hardship and increasing poverty threaten to reverse gains achieved in improving FP/RH and child survival over the last two decades. Although considerable progress has been achieved in health care financing over the same period, critical issues relating to inefficiency, equity and persistent poor quality of services still need to be addressed. Continued USAID investment in the health sector is still needed.

Performance and Prospects:

In FY 2000, SO3 met expectations. Contraceptive use continues to increase, contributing to Kenya's fertility decline. USAID continues to play a key role in increasing and further rationalizing financial resources for RH. Cost-sharing revenues collected were 21 percent above FY99 levels, surpassing targets. New FP and child survival products were introduced in USAID's social marketing program. USAID's bilateral population and health program is on track and yielding significant results from investments in FP/RH, HIV/AIDS and child survival programs.

IR 1.0: Non-USAID financial resources for FP/HIV/CS increased: The GOK's National Health Sector Strategic Plan (NHSSP) continues to serve as a tool to assist donors and the GOK in planning and budgeting external resources. During the period the NHSSP further rationalized donor planning and budgeting, resulting in four other donors completing financing packages in support of RH/FP. USAID provided input to the NHSSP and to these donor planning exercises and, thus, continues to play a role in leveraging additional financial resources for health.

IR 2.0: Increased capacity of public and private health institutions to finance, plan, and manage resources: Following the increases in revenue resulting from the introduction of an automated cash collection system at Kenya's second largest hospital in 1999, USAID expanded this technology to cover an additional 14 hospitals during FY00. Management improvement programs in the facilities will complement this system. USAID also assisted the Ministry of health (MOH) to introduce a financial information system for cost sharing funds. This system provides sensitive and timely information for supervision and monitoring of the program at provincial and central levels and is a

prototype for monitoring other sources of finances and expenditure. Financial management was also introduced as a subject to be covered in mainstream medical training, further building GOK capacity to manage funds. In the private sector, there was an improvement in cost recovery of over 10 percent in five NGO clinics in which managers received USAID-supported business planning training. In USAID's targeted Bungoma district, hospital fees collected doubled after revenue clerks underwent similar training. As part of its institutional development intervention, USAID support enabled several community-based HIV/AIDS NGOs to develop proposals and seek funding from various donors. Two major national groups received non-USAID assistance to improve management and administration.

IR 3.0: Increased customer use of integrated FP/HIV/AIDS/CS services: USAID's assistance for commodity forecasting and policy analysis led to a decision by the MOH to purchase 300 million condoms (costing \$10 million) over the next 3-4 years using World Bank loan funds – the first time the GOK has agreed to use its own funds to purchase large quantities of condoms. Results of two major USAID-assisted surveys – the 1999 Population and Housing Census and the Kenya Service Provision Assessment (KSPA) – have been crucial for population policy formulation. In FY00 this led to the setting of new national contraceptive use and fertility goals through 2020. USAID service delivery initiatives achieved several breakthroughs in FY00. Policies preventing clinical officers, nurses and midwives from performing physician's duties were relaxed, and these staff can now insert Norplant implants, resulting in expanded access to this method. USAID-supported training of MOH nurse-midwives and provision of post-abortion care (PAC) by clinical officers resulted in the expansion of PAC services in GOK facilities and a 53 percent increase in PAC clients served in FY00. USAID also started social marketing of hormonal contraceptives.

The HIV/AIDS epidemic continues to grow. Over 13 percent of adults 15-49 are HIV positive. In FY00, the GOK established the National AIDS Control Council (NACC) and launched a 5-year strategic plan. NACC will direct a much-needed multi-sectoral response to the epidemic. USAID helped develop Kenya's first blood transfusion policy to improve the collection, processing and storage of blood. HIV prevention training for peer educators in communities, among prostitutes, and in workplaces in 3 targeted geographical areas resulted in the distribution of more than 1.1 million condoms within the first year of operations. LIFE monies resulted in intensified policy, prevention, care and support efforts, including programs for the police and transport workers.

Possible Adjustments to Plans:

USAID's evaluations of training and supervision and social marketing with United Kingdom's Department for International Development (DFID) and the KSPA results formed the basis for the 2000-2005 Integrated Strategic Plan. These assessments enabled USAID to consolidate and rationalize its service delivery activities into one cooperative agreement to support FP, RH and child survival service delivery in Kenya. The new program adapts a more focused geographic approach and continues USAID's support of FP/RH service delivery through NGOs. It also sets the stage for a new phase of assistance to the MOH in the area of training and supervision. Kenya is a "rapid scale-up" country for HIV/AIDS. The Mission can program significantly more HIV/AIDS funds, if they become available.

Other Donor Programs:

USAID is the leading donor to Kenya's population and health program and works closely with other donors in RH. United Nations agencies (UNFPA, UNAIDS) and DFID provide technical and commodity support to public and private sector RH activities, including HIV/AIDS. DFID provides the condoms and hormonal contraceptives for USAID's social marketing program. In FY00, USAID participated actively in the development of a new World Bank program that will provide major HIV/AIDS support. USAID and Japan collaborated on an HIV/AIDS training center at the national referral center

Major Contractors and Grantees:

USAID implements activities through the GOK, local NGOs, and U.S. contractors and grantees. Local NGOs include the Family Planning Association of Kenya, Marie Stopes/Kenya, the Society for Women and AIDS in Kenya, Kenya AIDS NGOs' Consortium and the University of Nairobi. U.S. contractors and grantees include: EngenderHealth, University of North Carolina, Catholic Relief Services (CRS), Family Health International (FHI), JHPIEGO Corporation, John Snow International (JSI), Macro International, Management Sciences for Health, Pathfinder International, Population Services International (PSI), Population Council, Research Triangle Institute, and The Futures Group International.

Performance Data Table

Fiscal Year: FY2003

Objective Name: Reduce fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning and health services

Objective ID: 615-003

Approved: 1996-09-30

Country/Organization: USAID Kenya

Result Name: IR 3.0 Customer use of integrated family planning, HIV/AIDS, and child survival services increased

Indicator: TRUST condom sales increased

Disaggregated By:

Unit of Measure: Number of condoms sold per month (rounded to the nearest '000)

Year	Planned	Actual
1994 (B)	NA	200,000
1996	380,000	380,000
1997	549,000	652,000
1998	848,000	857,000
1999	1,017,000	1,013,000
2000	1,119,000	1,103,000
2001	1,231,000	NA
2002	1,345,000	NA
2003 (T)	1,489,000	NA

Source:

PSI Reports and Service Statistics

Indicator/Description:

Average monthly number of condoms sold through the social marketing program

Comments:

Sales were 1% below target, effectively meeting that goal. This took place during a year when three new products were launched (hormonal and injectable contraceptives, and bednets for malaria control). Through intensive USAID and Embassy advocacy, in 2000 GOK allowed free airing of generic behavior change messages valued at \$400,000 on the national television station. The impact of these messages will be seen in continued increase in the number of TRUST condoms sold in coming years.

Performance Data Table

Fiscal Year: FY2003

Objective Name: Reduce fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning and health services

Objective ID: 615-003

Approved: 1996-09-30

Country/Organization: USAID Kenya

Result Name: Reduce fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning and health services

Indicator: Total fertility rate

Disaggregated By:

Unit of Measure: Number

Year	Planned	Actual
1984 (B)	NA	7.7
1989	NA	6.7
1993	5.7	5.4
1997	4.9	4.7
1998	4.7	4.7
1999	4.6	4.5
2000	4.5	4.3
2001	4.3	NA
2002	4.2	NA
2003 (T)	4.0	NA

Source:

Kenya Demographic and Health Survey

Indicator/Description:

Number of children that would be born per woman if she were to pass through the childbearing years bearing children according to a current schedule of age-specific fertility rates.

Comments:

Kenya has experienced an extremely rapid fertility decline in the past 20 years. During this period, TFR declined by nearly 4 children, from 8.1 for the period 1975-78 to 4.7 for the period 1995-98 and to an estimated 4.3 in 2000. Despite this rapid decline, the population is projected to continue to grow during the next decade. This growth paired with high unmet need, represent tremendous challenges. The national TFR target of replacement-level fertility by 2020 (a TFR of 2.2), will have to be achieved within an increasingly difficult environment: 1) government funding for the health sector is declining and is likely to continue to decline in the decades immediately ahead; 2) international donors are likely to continue the trend of reducing their funding for FP/RH; 3) GOK is decentralizing its health system, which might result in a further reduction in public sector resources available for FP and RH services. USAID continues to advocate for support to the FP/RH program and implementation of changes needed to meet these challenges.

Performance Data Table

Fiscal Year: FY2003

Objective Name: Reduce fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning and health services

Objective ID: 615-003

Approved: 1996-09-30

Country/Organization: USAID Kenya

Result Name: IR 3.2 Capacity of public and private health institutions to finance, plan and manage resources increased

Indicator: Annual Ministry of Health cost sharing revenue increased

Disaggregated By:

Unit of Measure: \$ Millions

Year	Planned	Actual
1993 (B)	NA	NA
1994	NA	3.6
1996	6.7	6.7
1997	7.5	8.5
1998	8.4	8.7
1999	9.2	10.0
2000	10.0	12.0
2001	11.0	NA
2002	12.0	NA
2003 (T)	13.0	NA

Source:

Ministry of Health Annual Reports

Indicator/Description:

Total collections of cost sharing as reported by government facilities to the National Health Care Financing Secretariat

Comments:

Significant increases in cost-sharing revenues have been made, attributable to increased number of MOH staff with cost-sharing training (approximately 1,000 persons have been trained to date), increased installation of cash register systems to fourteen other government hospitals by the APHIA financial sustainability project and also to fee increases. While there have been substantial gains in these revenues, the actual government disbursement to the MOH has stagnated, with substantial shortfalls in the non-wage recurrent budget. To compound this, several problems still exist in the system. These can be summarized as follows: significant inefficiencies in the public health system performance (30% wastage); persistent poor quality of service due to health systems management problems; inequities as exemplified by high proportions of MOH budgets going towards curative care, over-concentration of personnel in urban areas, and the inadequate management of the waivers and exception systems. Our next phase of assistance hopes to address these problem areas by institutionalizing the MOH's health reform process and assisting the MOH to address key issues of financial inadequacies, inefficiencies, quality of care and equity.

Performance Data Table

Fiscal Year: FY2003

Objective Name: Reduce fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning and health services

Objective ID: 615-003

Approved: 1996-09-30

Country/Organization: USAID Kenya

Result Name: IR 3.3 Customer use of integrated family planning, HIV/AIDS, and child survival services increased

Indicator: National Couple-Years of Protection (CYP) increased

Disaggregated By:

Unit of Measure: Number (millions)

Year	Planned	Actual
1994 (B)	NA	1.38
1997	1.68	1.88
1998	1.91	1.99
1999	2.02	2.29
2000	2.13	2.12
2001	2.23	NA
2002	2.34	NA
2003 (T)	2.44	NA

Source:

Family Planning Logistics Management data and SPECTRUM modeling

Indicator/Description:

The indicator measures the estimated protection provided by family planning services during a one year period, based upon volume of all contraceptives sold or distributed during that period. CYP is calculated by multiplying the quantity of each method distributed to clients by a conversion factor that yields an estimate of the duration of contraceptive protection provided per unit of that method.

Comments:

The CYP indicator was marginally below set targets. This indicator continues an upward trend established over the last 15 years. However, in 1999 an excessively large consignment of long-delayed World Bank-financed condoms arrived in Kenya. The Ministry of Health decided to "push" these condoms into both traditional and non-traditional outlets (e.g. bars and lodging houses). The result was an artificial increase of CYP.

In 2000, new national contraceptive and fertility goals through 2020 were set based on the 1999 Kenya Population and Housing Census and DHS data, and on a national workshop that built consensus among policy makers on the speed of fertility decline and strategies to achieve fertility goals. The mission has therefore revised performance targets beginning 1999(based on modeling) to these more realistic national planning figures. In 2001, USAID will spearhead a policy effort to develop a commodities strategy that will address uncertainties in FP/RH commodities. This strategy will form the basis for future forecasting and procurement planning.

SO Text for SO: 615-004 Meet critical needs of Kenyans affected by the Nairobi bomb blast and build capacity to address future disasters

Country/Organization: USAID Kenya

Objective ID: 615-004

Objective Name: Meet critical needs of Kenyans affected by the Nairobi bomb blast and build capacity to address future disasters

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

- 0% 1.1 Critical private markets expanded and strengthened
- 0% 1.2 More rapid and enhanced agricultural development and food security encouraged
- 0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
- 0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
- 0% 2.2 Credible and competitive political processes encouraged
- 0% 2.3 The development of politically active civil society promoted
- 0% 2.4 More transparent and accountable government institutions encouraged
- 0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
- 0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
- 0% 4.1 Unintended and mistimed pregnancies reduced
- 0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
- 0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
- 5% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
- 0% 4.5 The threat of infectious diseases of major public health importance reduced
- 0% 5.1 Threat of global climate change reduced
- 0% 5.2 Biological diversity conserved
- 0% 5.3 Sustainable urbanization including pollution management promoted
- 0% 5.4 Use of environmentally sound energy services increased
- 0% 5.5 Sustainable management of natural resources increased
- 95% 6.1 Urgent needs in times of crisis met
- 0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Humanitarian Response

Primary Link to MPP Goals: Humanitarian Assistance

Secondary Link to MPP Goals (optional): No Secondary Linkage

(Page limitations for narrative begin here):

Summary of the SO:

USAID/Kenya's special objective (SPO) to meet critical needs of Kenyans affected by the Nairobi bombing and build capacity to address future disasters directly supports the Agency goal of "Lives saved, suffering associated with natural or man-made disasters reduced, and conditions necessary for political and/or economic development reestablished". Furthermore, the program corresponds to two subsidiary Agency objectives. USAID/Kenya assistance for medical, mental health, and rehabilitative services for those injured by the bomb, scholarships for children orphaned by the bomb, and assistance to businesses and buildings damaged by the bomb contribute to the Agency objective of urgent needs in crisis met. Improvements in blood safety and ambulance services will result in

the potential impact of crises reduced., another Agency objective. The SPO pursues five related tracks to meet the needs of the bombing victims.

Beneficiaries are thousands of Kenyan victims requiring medical, rehabilitation, and trauma counseling services; the children of deceased or disabled bomb victims; businesses with damaged buildings, equipment, and infrastructure; and institutions that provide emergency response and blood transfusion services.

Key Results:

The bomb response program is progressing well and producing results far beyond our expectations. For example, last year, USAID partners counseled and medically treated over 2000 adults and children. We continue to provide counseling and stress management training to businesses, child counseling in schools and hospital-based counseling for those requiring follow-up psychiatric treatment and reconstructive surgery. USAID funds a program that treats all medical ailments resulting from the bomb blast. USAID has provided grants to over 260 small and medium-sized businesses to help them replace damaged fixed assets and stock and to restart their operations, exceeding our target. USAID has bought a new building for the Ufundi Cooperative to replace the building that collapsed during the bombing. The rehabilitation of Co-operative Bank House is ongoing.

Performance and Prospects:

AMANI Counseling and Training Center, under contract with USAID/Kenya, is providing trauma counseling and other services for victims of the Embassy bombing. To date AMANI and the previous two counseling institutions have provided counseling services to approximately seven thousand individuals. AMANI will continue for the next two years to provide a broad range of mental health services, including counseling, outreach to adults and children, training, and psychiatric services. Adventist Development and Relief Agency (ADRA), with our funding, is working with organizations that deal with the blind, the deaf and physically handicapped to provide services to people disabled by the bombing. Over 400 disabled persons are receiving support through ADRA and its affiliates.

Africa Medical Research Foundation (AMREF) is providing follow-up medical treatment to survivors, including reconstructive surgery, and the supply and fitting of prosthetic limbs and hearing aids. To date AMREF has assisted over 1,200 survivors. Seventy of these have received dental care, 11 have been sent to Germany for eye surgery, and 2 have been approved for overseas treatment for injuries that could not be dealt with in Kenya. In the last quarter of last year, 45 people were hospitalized for various ailments and necessary surgeries. USAID has paid school fees of 861 children who lost a wage-earning parent in the bombing. Payments are made directly to schools for tuition and other related expenses.

Under the small business assistance program, USAID has provided assistance to about 260 small businesses in the form of grants to help replace fixed assets and stocks lost or damaged in the bombing. These grants are disbursed based on assessment of damage and loss conducted by KPMG Peat Marwick. Women own ten percent of these businesses. USAID is also providing capital grants and operating loans to another 44 small businesses. USAID started rehabilitating Co-operative Bank House last year, including modifications to make bank staff more mentally comfortable returning to the building. The building is about 40 percent complete, and we anticipate it will be completed by November 2001. Ufundi Cooperative asked USAID to find a replacement building similar in size and rental income to the one destroyed. In August 2000, we purchased another building and handed it over to Ufundi on the second anniversary of the bombing.

After an evaluation and assessment of costs related to repairs of damaged building located near the Embassy, USAID agreed to assist 60 of these buildings owners. Only three privately owned and four Government of Kenya buildings remain to receive grants. We shall assist these remaining building owners after they provide documentation that they have begun legal proceedings against insurance companies that insured them, a required action prior to USAID issuing a grant.

USAID is working with Family Health International to improve blood safety in Kenya through training and provision of equipment. We have completed the construction of two blood safety centers as part of this program and have issued a competitive bid to construct three more centers throughout Kenya. In July 2000, the International Medical Corp (IMC) was given a grant to implement a Disaster Preparedness and Community Education program to increase the ability of Kenyan organizations and hospitals to respond to disasters. Over 100 organizations have

received first-responder training. IMC will provide emergency medical services training, as well as work with the government and local institutions to develop effective logistical and coordination capacity for emergency response.

Possible Adjustments to Plans:

USAID requested and was granted a one-year extension, to September 2002, for completion of the Bomb Response Program. The rationale for the extension was: a) the mental health counseling grant was not signed until May 1999, leaving insufficient time to provide adequate counseling to traumatized bomb victims; b) the education program required an additional year to provide a better opportunity for surviving parents to recover economically to a point where they can adequately finance their children's education; and c) business training and loan programs for those disabled by the bombing require an additional year to be productive. The extended time will give those affected by the bombing a better chance at becoming fully recovered.

Other Donor Programs:

This activity complements the smaller humanitarian and reconstruction efforts undertaken by private and public hospitals, the private sector, NGOs and the Government of Kenya.

Major Contractors and Grantees:

Principal grantees include the American-based organizations: Adventist Development Relief Agency (ADRA), International Medical Corp, Family Health International, and Ernst & Young. Kenya Contractors and Grantees: The African Medical and Research Foundation (AMREF), National Council of Churches of Kenya, AMANI Counseling Center, Mugoya Construction, Matrix Consultants, and Kenyatta National Hospital.

Performance Data Table

Fiscal Year: FY2003

Objective Name: Meet critical needs of Kenyans affected by the Nairobi bomb blast and build capacity to address future disasters

Objective ID: 615-004

Approved: 1998-12-18

Country/Organization: USAID Kenya

Result Name: Meet critical needs of Kenyans affected by the Nairobi bomb blast and build capacity to address future disasters

Indicator: Number of victims receiving counseling and follow-up medical services

Disaggregated By:

Unit of Measure: Actual count of people who have received services in hospitals and counseling centers

Year	Planned	Actual
1998 (B)	0	0
1999	5,000	7,524
2000	2,000	2,112
2001	1,000	NA
2002 (T)	600	NA

Source:

MOH, Grantee Reports

Indicator/Description:

Indicator measures bombing victims seeking follow-up services such as reconstructive surgery, eye surgery, orthopedic cases and long-term social counseling.

Comments:

The figure for 1999 is based on data on bomb victims who have received counseling. The bombing response program is a four year program. We therefore don't have performance targets for FY 2003.

Performance Data Table

Fiscal Year: FY2003

Objective Name: Meet critical needs of Kenyans affected by the Nairobi bomb blast and build capacity to address future disasters

Objective ID: 615-004

Approved: 1998-12-18

Country/Organization: USAID Kenya

Result Name: IR 4.1 Meet critical needs of Kenyans affected by the Nairobi bomb blast and build capacity to address future disasters

Indicator: Number of affected businesses which have re-started operations with USAID assistance

Disaggregated By:

Unit of Measure: Actual number of businesses damaged by the bomb that have restarted operations

Year	Planned	Actual
1998 (B)	0	0
1999	100	150
2000	140	142
2001	35	NA
2002 (T)	0	NA

Source:

Grantee Reports

Indicator/Description:

Indicator measures businesses which received grants from USAID and as a result were able to re-commence operation.

Comments:

The figure for 1999 is based on grants issued by REDSO/Procurement Office. The bombing response program is a three year program. We therefore don't have performance targets for FY 2003.

Resource Request Narrative

INTRODUCTION: During the preparation of the new Integrated Strategic Plan (ISP), USAID/Kenya took into account the Mission's changing resource levels, the Agency's policy emphases, and AFR Bureau's parameter control level. In doing so, the Mission made hard choices. We felt it is important to protect programs that would bring the greatest benefit to the largest number of Kenyan people, while at the same time taking advantage of the window of opportunity for governance presented by the upcoming political transition. The ISP, was therefore, developed with four strategic objectives and describes under each SO other activities to be implemented and results to be achieved if higher program levels are available.

FY 2001 Program Resources: The Mission's approved level for FY 2000 is \$ 34.0 million, including EDDI and ESF, and \$ 31.3 million for FY 2001. In FY 2001, the resources are apportioned as follows per SO:

- 61 percent is allocated to population, HIV/AIDS, child survival, and infectious diseases.
- Economic growth, including agriculture and microenterprise development, takes about 23 percent.
- Natural resources management carries 10 percent, and
- Democracy and governance is allocated a mere six- percent.

In February 2001, the DG program was cut by 35 percent, population by 28 percent, agriculture by six percent, microenterprise by 10 percent, and environment by 20 percent. The cuts were really surprising, particularly because the Mission had successfully defended the ISP in January 2001, where we all agreed on the strategic importance of Kenya at this particularly significant moment in the country's political transition. In recent years, the Bureau has placed Kenya third in allocation of DG resources, behind Nigeria and South Africa. This year, DA for USAID/Kenya's DG program ranks below that of South Africa, Nigeria, Senegal, Zimbabwe, and Mali. As a result, we will have to slash our NGO grants program and scale back the Parliamentary Strengthening program to the point where it will not be a force until the next year (assuming funding returns to \$3.0 million in FY 2002). Obviously we will be in no position to assist any other institutions of governance or to be a player in improving the electoral environment leading to the 2002 elections. With Kenya's future hanging in the balance as it comes to terms (or avoids coming to term) with economic governance issues, we will have only a limited ability to help the Parliament develop the capacity to deal more wisely with those issues.

The cuts in population and health will force us to close down our Bungoma District Initiative in malaria and child survival, consolidating some parts of it with our new service delivery project operating in that district. Our family planning program will be cut back significantly. This is tragic, coming at a time when Kenya has entered its fertility transition and needs this assistance badly. Accepting the large increase in Vulnerable Children funds will force us to shift emphasis from HIV/AIDS prevention, where we have comparative advantages, to more care and support activities. In the economic growth sector, we will definitely achieve fewer results than we had planned.

FY 2002 and FY 2003 Program Resources

The Mission's desired level for FY 2002 is \$33.9 million, and for FY 2003 it is \$35 million. The DG (SO6) control level is \$3.0 million in FY 2002 and the request level is \$5.0 million in FY 2003. In addition, the Mission is requesting \$0.5 million in ESF in FY 2003 to supplement DA resources for democracy and governance.

In FY 2002 the control level for NRM (SO 5) is \$3.1 million, and the request level for FY 2003 is \$4 million. Similarly, the control level for SO7 that focuses on agriculture and microenterprise development in FY 2002 is \$7.3 million, and the request level for FY 2003 is \$8.7 million.

The \$ 19.4 million control level for population and health in FY 2002 allows the Mission to allocate \$5.2 million for population, \$ 9.9 million for HIV/AIDS, and \$5.3 million for child survival, including vulnerable children and infectious diseases. The request level for these programs in FY 2003 is \$17.3 million. While this level will allow SO3 to meet its minimum targets, the Mission believes that this level is below what is desirable for the program. It is even far below what it was prior to 1995, when it averaged \$20.0 million annually.

PL 480 TITLE II

The regular PL 480 Title II control level for FY 2002 is \$9.4 million, while the Mission requests \$15 million in FY 2003.

PIPELINE

The Mission pipeline (excluding accrued expenditures) is \$66 million, which is well within the 24 months anticipated expenditures in accordance with the agency forward funding guidelines.

Workforce and OE narratives

Foreign Service Nationals. Workforce levels in FY 2001 show 100 OE-funded Foreign Service national employees (FSNs). Of those 100 FSNs, 80 are allocated to EXO to support the complex, while only 20 (nine of which are in Controller's Office) implement the program. In FY 2002, the Mission proposes to move 23 EXO FSNs from OE to program funding, leaving 77 FSNs to be OE funded that year and in 003.

OE Budget Narrative

Complex-wide considerations

The USAID Complex in Kenya consists of the Kenya Bilateral Mission, REDSO/ESA, and the OFDA Africa Regional Office (ARO). Total staffing of the complex is currently 290, making it the second largest USAID presence overseas, after Egypt. The Executive Office (EXO) supports the entire complex but is organizationally located in the Kenya Mission, and thus the staffing, including two EXO direct hires, and the budget for the EXO is reflected therein. On the other hand, REDSO's RFMC performs voucher processing and other financial services not only for the Kenya mission and ARO, but also for 22 other missions and operating units in the region. REDSO also provides legal, Food for Peace and contracting support to the complex and region. Budget items like expendable and non-expendable property are funded from REDSO and Kenya OE (ARO pays its share with program funds) with one or the other organization funding these procurements as monies are available. These arrangements, along with the fact that all three organizations are located in the same facility, make it necessary to consider the budgets of the individual organizations as a whole when reviewing OE funding allocations

Because the EXO office is the single largest unit and supports the entire complex, the budget for USAID Kenya is inflated vis a vis other missions. Similarly, REDSO/RFMC consists of 37 staff supporting the entire ESA region (as do the Regional Legal and Regional Procurement Offices), in addition to the complex. As a consequence, any comparisons must take these regional responsibilities into consideration.

Background

In the FY 2002 R4 submitted March 2000, the complex presented an extremely bleak picture in regards to our OE situation, noting in particular the extremely high costs for guard services in a country where the security situation was deteriorating. Absent some major changes in the funding/costs picture, one of the SOs on the Kenya Mission side would have had to have been eliminated in 2003, and REDSO would have required additional cuts in Direct Hire staffing – very serious steps that would have seriously affected our programs in Kenya and the region.

Fortunately, the situation has improved significantly, thanks to several important changes in country and also because of the Kenya Complex's aggressive program of budget cutting. Chief among these changes are:

- ◆ The strengthening of the dollar vis a vis the shilling, from 70 in the last submission to 77 for 2001, 78 for 2002 and 79 for 2003 (good for OE, but also a disturbing indication that the Kenyan economy continues to deteriorate).

- ◆ A much reduced guard bill as a result of a new contract (40 percent reduction), and a reduction in the number of guard posts stemming from steps taken to improve and expand the use of residential housing compounds.
- ◆ Reduced residential rental costs as a result of holding annual rates to minimal increases, by acquiring four residences by USAID (reducing residential rent requirements for the complex by \$80,000 a year) and the acquisition of eight residences by FBO, (two of which USAID occupies, thereby reducing lease costs another \$40,000).
- ◆ No office rental payments in 2003 as a result of the move to the new, USG-owned office building. Note, however, that, should the move be delayed, the complex will incur rent and supplemental OE will be required.
- ◆ Holding the line on FSN compensation increases. Although Washington recommended a higher wage increase this past year, USAID kept compensation increases to the level necessary to keep up with inflation. This OE budget assumes that the inflation level will continue at around 5 percent and that our competitors (UN, private sector) do not significantly increase wages.
- ◆ The conversion in 2002 of 23 EXO staff to program funding, saving an additional \$330,000 per year in the Kenya OE budget.
- ◆ Other aggressive cost cutting measures have been taken, including: reducing overtime usage, changing back to a lodging-plus per diem method, identification of less costly sources of supply, using the VSAT for calls to the U.S. to avoid international long-distance charges, and allocating costs to program funds, instead of scarce OE, where appropriate. In addition we have greatly increased the level of in-county training being performed versus sending personnel to the U.S. This includes the development of a Voucher Examiner Course and a Performance Management course by REDSO. These benefit not only the Kenya complex but the entire agency.
- ◆ Savings on the REDSO side, as a result of the unfortunate need to reduce staffing from the level of 21 to 18 (reflected in 2002) and the earlier reduction from seven to six staff in Kenya.

However, offsetting these very significant reductions is a marked rise in the cost of utilities, due to the drought and deterioration in infrastructure and to increases in the costs of fuel.

Additional Staffing Requirements

Also offsetting the savings is the need to make adjustments in the complex's staffing to reflect major increases in demand on the complex.

Kenya Controller. The Kenya mission (with an annual program budget of around \$39 million and involving four SOs and one SPO) is the only mission in Africa with a program budget of over \$10 million that does not have its own Controller. Given the size, complexity and scope of the Kenyan portfolio, we continue to be very vulnerable absent an experienced Controller. REDSO/RFMC has attempted to fill this gap but it too is woefully understaffed, as discussed below. This is the complex's highest priority for staffing. The additional direct hire has been included in the Kenya budget beginning 2002. In the unfortunate case that no Controller can be identified for USAID/Kenya, we will go the USPSC route. In such a case, we will require an additional \$122,000 over the budgeted levels.

REDSO/RFMC Controller. Just five years ago, RFMC USDH Controller staff numbered 4, along with 2 USDH in USAID/Kenya. Today, despite a larger and more complex portfolio to support including full servicing to the DRC, Kenya, and Eritrea (where there are no USDH financial personnel); the fact that newly hired USDH Controllers occupy many posts in the region; and given the rapidly expanding programs in the REDSO non-presence portfolio (Sudan, Somalia and Burundi), there are only 3 USDH Controller positions. In other words, half the staff (3 versus 6) is doing literally twice the work of yore. REDSO/RFMC staff are stretched too thin already, they are playing catch-up in many areas. This short staffing results in serious vulnerabilities for the Agency. An additional direct hire financial management officer slot has therefore been included in the REDSO budget beginning 2002.

Assistant EXO (NEP or local-hire USPSC): The EXO shop consists of a senior USDH EXO, a deputy EXO (USDH), one local-hire USPSC housing coordinator, and 80 FSN staff. An additional USPSC/NEP is required for a two-to-three-year period. As noted in the introduction, Kenya is the second largest overseas organization in the world. Over the last few years it has also become a far more complex environment in which to work with rapidly deteriorating infrastructure requiring that additional resources be applied to maintain operations. Examples are water delivery, extensive use of generators requiring more maintenance and fuel deliveries, more attention to communications upkeep, etc. Security continues to demand a great deal of attention on the part of the EXO.

Staffing levels for the complex have continued to increase with the arrival of OFDA and growth in the Non-Presence Country (NPC) portfolio. Requests to provide assistance to other countries have also increased, including NPC and bilateral missions. While not officially a regional operation, the EXO is continually called upon to render assistance in the area of procurement, data management, and personnel operations in the region. On top of all this, the need to oversee and monitor the design and construction of the new office building (NOB) and manage the upcoming move places another burden on EXO. This is an enormous undertaking in and of itself and has/will place requirements on the EXO office well beyond their current capacity. REDSO has therefore included funding for a third EXO position in its 2001 budget.

Democracy and Governance Officer: The Kenya Mission continues to require a DG officer, beginning 2003. Although this position is not reflected in the budget, it is reflected in the staffing table. In the interim, we have recruited and hired a UPSC, but that person will depart in 2002, just as presidential and parliamentary elections are expected to take place. And we should not burn scarce DG program funds on a position that normally should be filled by a USDH. This will be a crucial time to help insure that a responsive, benign government is put into place for the transition to the post-Moi era. This position will increase from two to three the number of USDH technical officers managing USAID Kenya's five SOs.

NEPs: The Kenya Complex offers a unique training ground for EXO and Controller NEPs. In requesting the above positions, we suggest that the agency consider the assignment of a NEP Controller to REDSO as well as a NEP EXO. With the varied programs, full range of services provided by these offices and senior EXO and RFMC Controller at post, there are few other USAID missions that can offer our new hires such well-rounded training. This is a win-win situation for both the Agency and the complex and should be seriously considered. It will require some adjustments in approved staffing levels however. Additionally, if an experienced Controller cannot be found for the Kenya mission, then a NEP can be provided this first time around.

Complex Budget

As a result of the significant savings realized per the above discussion, and assuming that: (1) the exchange rate remains in the upper 70s, or higher; (2) inflation continues in check (most particularly wage inflation); and (3) the NOB is completed by March 2003, we will be able to live at the target levels in 2001, 2002 and 2003. This also assumes that we obtain direct hires for the additional Controller positions requested above. Absent that, an additional \$122,000 will be required in 2002 and 2003 for a USAID/Kenya USPSC Controller.

As clearly indicated above, the Kenya Complex has aggressively slashed its OE budget requirements and, as a result, will be able to live within the targets as long as the assumptions hold. However, we desperately require the additional staff. We therefore ask that the Africa Bureau provide the position ceilings requested to allow us to at least maintain the level of support and program implementation that USAID/Kenya, REDSO, and OFDA have delivered in the past.

Capital Investment Fund Narrative

The Complex moved from the Parklands Building offices to its Interim Office Building (IOB) in September/October 1999 in response to the increased terrorist threat stemming from the August 7, 1998 bombing of the U.S. Embassy. We are scheduled to move into the New Office Building (NOB) on the U.S. Mission Campus in 2003 if funds become available in time to start construction by June 2001. \$4.1 million were obligated in FY 1999 to provide funding for infrastructure and building design. An additional \$28.9 million is to be obligated in 2001. A final costing of the building has not yet been done. Due to delays in starting the USAID Kampala building and an increase in square footage of our building, we expect the costs to rise. As a result, we have indicated the need for an additional \$4 million in building funds in 2002.

FY 2001: \$28.9 million

FY 2002: \$4.0 million

FY 2003: Not Applicable

Specific details on the Kenya budget follow.

USAID/Kenya OE Budget Narrative

FY	USDH Budgeted	USPSC Local	FSNPSC OE	BUDGET LEVEL	EXCHANGE RATE
2001	6	2	100	\$4,250,000	77.00
2002	7	2	77	\$4,250,000	78.00
2003	7	2	77	\$4,250,000	79.00
2003-Request	7	2	77	\$4,250,000	79.00

Lacking final OE numbers, the USAID Kenya Mission budget has been straight lined at the current OE level of \$4,250,000 for the period 2001 to 2003. This is sufficient for the mission to carry out its program. If a USDH controller is not assigned to the Mission, an additional \$122,000 will be required in 2002 and 2003 to fund the salary of a USPSC Controller. USDH staffing is shown as 6 in 2001 but rises to 7 in 2002 and 2003 reflecting the addition of the Controller. There is also a need for a USDH DG officer in 2003 but this has not been reflected in the funding requirements at this point. The OE-funded FSN levels drop from 100 in 2001 to 77 in 2002 as a result of shifting 23 EXO staff to program funding.

I. Overview of FY 2001 OE Levels

A. USPSC and FSN Salaries

USPSC salaries are budgeted at \$134,500 or 3 percent of the entire budget. This is an increase of 8 percent from FY 2000. This amount covers two local-hire USPSC positions (the Executive Assistant in the Director's office and the Housing Coordinator in the EXO office), one EXO TDY for two months and summer hires for NXP inventory.

FSN salaries are \$2,010,000 or 47 percent of the entire budget. This figure represents an increase of 18 percent from FY2000. The FY2000 obligation carried only 10 months of FSN salaries, but the current budget carries 12 months. This was a result of effecting the Agency's new forward funding policy. This budget supports 100 FSN's, one REDSO/ESA legal advisor and estimated temporary staffing requirements. The actual FY2001 salary increases were 8 percent for grades 1 to 10 and 5 percent for grades 11 and 12. The budget excludes the contingency line item previously budgeted at 10 percent of basic pay. Overtime is also reduced to 6 percent of basic pay from 10 percent normally budgeted. The exchange rate used is Ksh.77/= to a dollar, up from Ksh.70/= used in the FY2002 R4.

B. USDH Costs – Allowances

USDH allowances are \$249,790 or 6 percent of the entire budget. This figure represents a decrease of 7 percent from FY2000. FY2000 obligations had more home leaves. USAID/Kenya will support six USDH in FY2001. Entitlement travel of USDH personnel includes one departure, one replacement, four R & R's and one home leave with return to post. There is an increase in Education Allowance of 6 percent due to an increase in school fees at ISK and an increase in the number of children going to school. Air tickets, per diem, and transportation of goods (HHE, UAB) have remained fairly constant over the last two years, hence, the straight lining of these costs.

C. Operational Travel and Training

Operational travel includes site visits for both headquarters and mission personnel and any other operational travel. Operational travel and training includes training travel, training contracts, conferences and retreats. Operational travel and training cost are \$185,000 or 4 percent of the entire budget. This is a reduction of 5 percent from FY2000. The FY2001 budget contains the minimum amount considered adequate to monitor strategic objectives of the Mission and to maintain quality levels within the professional staff.

RESIDENTIAL COST

D. Rent, Security, Utilities and Maintenance

Residential cost is \$309,195 or 7 percent of the entire budget. This figure represents a reduction of 28 percent from FY2000. Residential rent has gone down by 24 percent as a result of the USAID/Kenya complex owning four Spring Valley houses. This converts to a saving of one house for USAID/Kenya. Rent increases have also been held to a minimum, given the poor economy. Security cost was significantly reduced by 48 percent as a result of a reduced guard service contract and reduction in guards. Utility and Maintenance increases by 13 percent to reflect higher charges by utility companies.

SHARED COMPLEX COSTS

Costs for running the Complex which include office rent, utilities, communication, manpower contracts, office maintenance, as well as NXP and EXP are shared by USAID/Kenya, REDSO/ESA and OFDA. The only accurate way to consider these costs is complex wide.

E. Office Rent, Security, Manpower, Utilities, ICASS, Communication and Maintenance

Total Office cost is \$468,352 or 11 percent of the budget. This reflects a reduction of 16 percent from FY2000. Office rent, warehouse rent, manpower and utilities costs are shared with REDSO/ESA and OFDA program staff on the basis of net square feet occupied. Security is shared equally amongst four entities: USAID/Kenya O.E, REDSO/ESA O.E, OFDA, and program funded PSCs. Communication and Maintenance costs are shared on a 40 percent: 60 percent basis. OFDA is charged quarterly, based on usage. ICASS amounts are based on the ICASS projected mid-year invoice received from the Embassy. Rent cost for both Office and Warehouse remained constant in FY2001. There is a slight increase of 5 percent in communication and utilities charges, due to inflation. Maintenance charges are reduced by 50 percent since the building is fairly new. ICASS charges have been increased by 14 percent in FY2001 for the mission.

F. NXP, Supplies and Freight

The amount budgeted for FY 2001 is sufficient to keep up with the replacement cycle of vehicles, office equipment, and supplies. The budget is \$749,000 or 18 percent of the entire budget.

II. Overview of FY 2002 OE Levels: USAID/Kenya

USAID/Kenya adds one USDH controller for a total of 7 USDH and 2 USPSC. OE-funded FSNs will reduce by 23 as a result of shifting more positions to program funding.

A. USPSC and FSN Salaries

Only a 4 percent salary increase is anticipated for the two local USPSC in addition to the normal step increase. EXO will require TDY coverage in the summer months while both the EXO and D/EXO are on leave. Two summer-hire interns will also be required. The total cost of OE-funded USPSC salaries in FY 2002 is \$138,600, or 3 percent of the overall budget.

The FSN salary in FY2002 is budgeted at \$ 1,860,000, or 44 percent of the overall OE budget. This represents a 7 percent decrease from FY2001. The decrease is as a result of converting 23 EXO personnel to program funding. There is also an increase of 5 percent within grade increase and 5 percent annual increase. The exchange rate is Ksh78/= to a dollar instead of Ksh77/= used in FY2001. All other calculations remain as FY2001.

B. USDH Costs – Allowances

USDH allowances are \$474,815, or 11 percent of the entire budget. This figure represents an increase of 59 percent from FY2001. This change reflects an upward increase in entitlement travel. Entitlement travel of USDH personnel includes one (1) controller USDH coming to post, three (3) departures, three (3) replacements and three (3) R & R's.

Education allowance is increased by 5 percent to reflect inflation. Air tickets, per diem and transportation of goods (HHE, UAB) have been straight-lined.

C. Operational Travel and Training

Operational travel and training will cost \$185,000, or 4 percent of the entire budget. This is straight-lined from FY2001.

RESIDENTIAL

D. Rent, Security, Utilities and Maintenance

Residential costs are \$352,173, or 8 percent of the entire budget. This figure represents an increase of 14 percent from FY2001. The increase reflects the additional Controller's position and inflation.

SHARED COMPLEX COSTS

E. Office Rent, Security, Manpower, Utilities, ICASS, Telephone and Maintenance

Office rent is \$41,936 or 1 percent of the budget. This reflects a reduction of 16 percent from FY2001. In FY2002 USAID/K gets credit for communication equipment provided to ICIBE as part of the move-in costs. All other costs are increased by 5 percent due to inflation. The total cost for this category is \$480,050 or 11 percent of the entire Budget.

F. NXP, Supplies and Freight

The budget is \$672,000, or 16 percent of the entire budget.

III. Overview of FY 2003 OE Target Levels: USAID/Kenya

A. USPSC and FSN Salaries

Only a 3 percent salary increase is anticipated for the two USPSC salaries in addition to the normal step increase. We must also plan for TDY EXO coverage in the summer and two summer hires for NXP inventory.

The FSN salary in FY2003 is budgeted at \$ 2,020,000 or 48 percent of the overall OE budget. This represents 9 percent increase from FY2002. This increase constitutes 5 percent WGI and 5 percent annual increase. The exchange rate is Ksh79/= to a dollar instead of Ksh78/= used in FY2002. All other calculations remain as FY2002.

B. USDH Costs – Allowances

At the target level, the USDH FTE remains at 7. USDH allowance is \$447,045 or 11 percent of the entire budget. This figure represents an increase of 6 percent from FY2002. Entitlement travel of USDH personnel includes two departures, two replacements, four R & R's and one Home Leave with return to post. Education Allowance is increased by 5 percent to reflect the inflationary rate. Air tickets and per diem are increased by 3 percent. Transportation of goods (HHE, UAB) is straight-lined.

Request. Under request level, the USDH FTE level is increased by one. The inclusion of this one USDH slot will require an additional \$150,000.

C. Operational Travel and Training

Operational travel and training is \$185,000, or 4 percent of the entire budget. This is straight lined from FY2002.

RESIDENTIAL

D. Rent, Security, Utilities and Maintenance

Residential costs are \$361,535, or 9 percent of the entire budget. This figure represents an increase of 3 percent from FY2002. The increase reflects inflation. The exchange rate used is Ksh79/= instead of Ksh78/= used in FY2002.

Request: To maintain housing for 8 USDH, post would require an additional \$32,500 for Rent, Security and Utilities.

SHARED COMPLEX COSTS

E. Office Rent, Security, Manpower, Utilities, Telephone and Maintenance

USAID/Kenya is expected to move to the new office building in FY2003; hence, no office rent is budgeted this year. All other costs are increased by 5 percent due to inflation. The total cost for this category is \$458,360, or 11 percent of the entire Budget.

F. NXP, Supplies and Freight

The level is \$504,123, or 12 percent of the total budget.

Controller Budget Narrative

FY 2001 ESTIMATE: \$414,300

TARGET FY 2002: 572,300; FY 2003: \$522,400

Request FY 2003: \$522,400

USAID/Kenya Controller's office has 9 FSNs to support the financial needs of the four SOs and one SPO with an annual program budget of \$39 million. Controller staff currently consists of one chief accountant, one supervisory financial analyst and two financial analysts, one O.E. budget analyst, three accountants and one secretary. Although the position of USDH controller was deleted in FY1999, the Mission management would like to reinstate this position in FY2002.

FSN Salaries and benefits

FSN salaries are budgeted at \$305,200 in FY2001. The salaries are projected to increase at 5 percent for within grade increase and 5 percent for annual increase in both FY2002 and FY2003. The exchange rate used is Ksh.77.00 in FY2001, Ksh.78.00 in FY2002 and Ksh.79.00 in FY 2003. Benefits are straight-lined at \$1,800.

USDH Benefits

With the elimination of the USDH Controller in FY1999, there are currently no USDH benefits for the Controller's Office in FY2001. However this position is reinstated in FY2002.

Office costs (rent, utilities, maintenance, communications, ICASS, EXP and NXP)

The Controller's share of these costs is based on square footage occupancy of the building. The Controller's staff, who occupy 0.9 percent of the building space, account for \$93,600 of the office costs in FY 2001; \$73,100 in FY 2002 and \$56,000 in FY2003.

Site Visits, Conference and Training

These costs are allocated on a head count basis, which is 0.9 percent, and straight-lined in the out years. The budget for these costs is \$14,100 for all three years.

ENV Sub-Directive Amounts for FY 2001 Request

COUNTRY: Kenya						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5: Improved NRM in Targeted Biodiverse Areas by and for Stakeholders	3,200					3,200
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	3,200	0	0	0	0	3,200

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2002 Request

COUNTRY: Kenya						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5: Improved NRM in Targeted Biodiverse Areas by and for Stakeholders	3,087					3,087
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	3,087	0	0	0	0	3,087

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY: Kenya						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5: Improved NRM in Targeted Biodiverse Areas by and for Stakeholders	4,000					4,000
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	4,000	0	0	0	0	4,000

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2003 Request

COUNTRY: Kenya						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5: Improved NRM in Targeted Biodiverse Areas by and for Stakeholders	4,000					4,000
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	4,000	0	0	0	0	4,000

[List of Objective ID numbers](#)

CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY: Kenya									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary cause	Polio	Micronutrient	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services									
CSD	4,860	1,080			100	1,995	987	698	
Other	0								
	4,860	1,080	0				987	698	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7: Increased Rural Household Income									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	4,860	1,080	0	0	100	1,995	987	698	0
Total Other	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	4,860	1,080	0	0	0	0	987	698	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY: Kenya									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary cause	Polio	Micronutrient	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services									
CSD	4,294	1,400				2,000	200	694	
Other	0								
	4,294	1,400	0			2,000	200	694	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7: Increased Rural Household Income									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	4,294	1,400	0	0	0	0	0	0	0
Total Other	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	4,294	1,400	0	0	0	2,000	200	694	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY: Kenya										
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*			
		Primary cause	Polio	Micronutrient	DCOF	HIV/AIDS	TB	Malaria	"Other"	
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services										
CSD	2,300	2,300								
Other	0									
	2,300	2,300	0				0	0	0	
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters										
CSD	0									
Other	0									
	0	0	0				0	0	0	
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders										
CSD	0									
Other	0									
	0	0	0				0	0	0	
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance										
CSD	0									
Other	0									
	0	0	0				0	0	0	
SO 7: Increased Rural Household Income										
CSD	0									
Other	0									
	0	0	0				0	0	0	
Total CSD	2,300	2,300	0	0	0	0	0	0	0	0
Total Other	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	2,300	2,300	0	0	0	0	0	0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY: Kenya										
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*			
		Primary cause	Polio	Micronutrient	DCOF	HIV/AIDS	TB	Malaria	"Other"	
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services										
CSD	2,300	2,300								
Other	0									
	2,300	2,300	0				0	0	0	
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters										
CSD	0									
Other	0									
	0	0	0				0	0	0	
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders										
CSD	0									
Other	0									
	0	0	0				0	0	0	
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance										
CSD	0									
Other	0									
	0	0	0				0	0	0	
SO 7: Increased Rural Household Income										
CSD	0									
Other	0									
	0	0	0				0	0	0	
Total CSD	2,300	2,300	0	0	0	0	0	0	0	0
Total Other	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	2,300	2,300	0	0	0	0	0	0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Kenya
 Approp: DA/CSD
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	5,900	0						0						3,124	2,776
Field Spt		0												0	0
	5,900	0	0	0	0	0	0	0	0	0	0	0	0	3,124	2,776
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	15,957	0												10,014	5,943
Field Spt		0												0	0
	15,957	0	0	0	0	0	0	0	0	0	0	0	0	10,014	5,943
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral	9,752	6,551					3,455	0	450	1,746	900			8,247	8,056
Field Spt	12,346	12,521					2,345	1,080	1,235	6,666	1,195			12,346	12,521
	22,098	19,072	0	0	0	0	5,800	1,080	1,685	8,412	2,095	0	0	20,593	20,577
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders															
Bilateral	0	2,971										2,971		740	2,231
Field Spt		229										229		0	229
	0	3,200	0	0	0	0	0	0	0	0	0	3,200	0	740	2,460
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance															
Bilateral	0	1,950											1,950	180	1,770
Field Spt		0												0	0
	0	1,950	0	0	0	0	0	0	0	0	0	0	1,950	180	1,770
SO 7: Increased Rural Household Income															
Bilateral		7,047	5,247	1,800										1,000	6,047
Field Spt		0												0	0
	0	7,047	5,247	1,800	0	0	0	0	0	0	0	0	0	1,000	6,047
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	31,609	18,519	5,247	1,800	0	0	3,455	0	450	1,746	900	2,971	1,950	23,305	26,823
Total Field Suppo	12,346	12,750	0	0	0	0	2,345	1,080	1,235	6,666	1,195	229	0	12,346	12,750
TOTAL PROGRA	43,955	31,269	5,247	1,800	0	0	5,800	1,080	1,685	8,412	2,095	3,200	1,950	35,651	39,573

FY 2001 Request Agency Goal Totals	
Econ Growth	7,047
Democracy	1,950
HCD	0
PHN	19,072
Environment	3,200
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	17,997
CSD Program Total	13,272
TOTAL	31,269

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: Kenya
 Approp: DA/CSD
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	2,776	0						0						1,446	1,330
Field Spt		0												0	0
	2,776	0	0	0	0	0	0	0	0	0	0	0	0	1,446	1,330
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	5,943	0												2,972	2,971
Field Spt		0												0	0
	5,943	0	0	0	0	0	0	0	0	0	0	0	0	2,972	2,971
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral	8,056	7,222					2,770	200	494	2,758	1,000			6,568	8,710
Field Spt	12,521	12,810					2,856	1,100	400	7,454	1,000			12,521	12,810
	20,577	20,032	0	0	0	0	5,626	1,300	894	10,212	2,000	0	0	19,089	21,520
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders															
Bilateral	2,231	2,980										2,980		3,700	1,511
Field Spt	229	0												229	0
	2,460	2,980	0	0	0	0	0	0	0	0	0	2,980	0	3,929	1,511
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance															
Bilateral	1,770	3,000											3,000	900	3,870
Field Spt		0												0	0
	1,770	3,000	0	0	0	0	0	0	0	0	0	0	3,000	900	3,870
SO 7: Increased Rural Household Income															
Bilateral	6,047	7,335	5,535	1,800										6,000	7,382
Field Spt		0												0	0
	6,047	7,335	5,535	1,800	0	0	0	0	0	0	0	0	0	6,000	7,382
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	26,823	20,537	5,535	1,800	0	0	2,770	200	494	2,758	1,000	2,980	3,000	21,586	25,774
Total Field Suppo	12,750	12,810	0	0	0	0	2,856	1,100	400	7,454	1,000	0	0	12,750	12,810
TOTAL PROGRA	39,573	33,347	5,535	1,800	0	0	5,626	1,300	894	10,212	2,000	2,980	3,000	34,336	38,584

FY 2002 Request Agency Goal Totals	
Econ Growth	7,335
Democracy	3,000
HCD	0
PHN	20,032
Environment	2,980
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	18,941
CSD Program Total	14,406
TOTAL	33,347

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country: Kenya
 Approp: DA/CSD
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	2,776	0						0						1,446	1,330
Field Spt		0													0
	2,776	0	0	0	0	0	0	0	0	0	0	0	0	1,446	1,330
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	5,943	0												2,972	2,971
Field Spt		0													0
	5,943	0	0	0	0	0	0	0	0	0	0	0	0	2,972	2,971
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral	8,056	5,717					3,037	800		1,880				6,968	6,805
Field Spt	12,521	11,583					2,963	1,500		7,120				12,521	11,583
	20,577	17,300	0	0	0	0	6,000	2,300	0	9,000		0	0	19,489	18,388
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders															
Bilateral	2,231	3,750										3,750		3,700	2,281
Field Spt	229	250										250		229	250
	2,460	4,000	0	0	0	0	0	0	0	0		4,000	0	3,929	2,531
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance															
Bilateral	1,770	5,000											5,000	900	5,870
Field Spt		0													0
	1,770	5,000	0	0	0	0	0	0	0	0			5,000	900	5,870
SO 7: Increased Rural Household Income															
Bilateral	6,047	7,600	5,600	2,000										8,100	5,547
Field Spt		0													0
	6,047	7,600	5,600	2,000	0	0	0	0	0	0	0	0	0	8,100	5,547
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	26,823	22,067	5,600	2,000	0	0	3,037	800	0	1,880		3,750	5,000	24,086	24,804
Total Field Suppo	12,750	11,833	0	0	0	0	2,963	1,500	0	7,120		250	0	12,750	11,833
TOTAL PROGRA	39,573	33,900	5,600	2,000	0	0	6,000	2,300	0	9,000		4,000	5,000	36,836	36,637

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	7,600
Democracy	5,000
HCD	0
PHN	17,300
Environment	4,000
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	22,600
CSD Program Total	11,300
TOTAL	33,900

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: Kenya
 Approp: DA/CSD
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	1,330	0						0						635	695
Field Spt		0												0	0
	1,330	0	0	0	0	0	0	0	0	0	0	0	0	635	695
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	2,971	0												2,971	0
Field Spt		0												0	0
	2,971	0	0	0	0	0	0	0	0	0	0	0	0	2,971	0
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral	8,710	6,095					3,622	700		1,773				5,805	9,000
Field Spt	12,212	11,205					2,378	1,600		7,227				12,212	11,205
	20,922	17,300	0	0	0	0	6,000	2,300	0	9,000		0	0	18,017	20,205
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders															
Bilateral	1,368	3,700										3,700		3,500	1,568
Field Spt	250	300										300		229	321
	1,618	4,000	0	0	0	0	0	0	0	0	0	4,000	0	3,729	1,889
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance															
Bilateral	3,870	5,000											5,000	2,900	5,970
Field Spt		0												0	0
	3,870	5,000	0	0	0	0	0	0	0	0	0	0	5,000	2,900	5,970
SO 7: Increased Rural Household Income															
Bilateral	7,382	8,700	6,150	2,550										7,600	8,482
Field Spt		0												0	0
	7,382	8,700	6,150	2,550	0	0	0	0	0	0	0	0	0	7,600	8,482
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	25,631	23,495	6,150	2,550	0	0	3,622	700	0	1,773		3,700	5,000	23,411	25,715
Total Field Suppo	12,462	11,505	#VALUE!	0	0	0	2,378	1,600	0	7,227		300	0	12,441	11,526
TOTAL PROGRA	38,093	35,000	6,150	2,550	0	0	6,000	2,300	0	9,000		4,000	5,000	35,852	37,241

FY 2003 Request Agency Goal Totals	
Econ Growth	8,700
Democracy	5,000
HCD	0
PHN	17,300
Environment	4,000
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	23,700
CSD Program Total	11,300
TOTAL	35,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Kenya
 Approp: ESF
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	1,434	0						0						884	550
Field Spt		0												0	0
	1,434	0	0	0	0	0	0	0	0	0	0	0	0	884	550
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	0	0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral		0						0							0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral	20,595	0												14,238	6,357
Field Spt		0												0	0
	20,595	0	0	0	0	0	0	0	0	0	0	0	0	14,238	6,357
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance															
Bilateral	0	800											800	0	800
Field Spt		0												0	0
	0	800	0	0	0	0	0	0	0	0	0	0	800	0	800
SO 7: Increased Rural Household Income															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	22,029	800	0	0	0	0	0	0	0	0	0	0	800	15,122	7,707
Total Field Suppo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRA	22,029	800	0	0	0	0	0	0	0	0	0	0	800	15,122	7,707

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	800
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	800
CSD Program Total	0
TOTAL	800

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: Kenya
 Approp: ESF
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	550	0						0						550	0
Field Spt		0												0	0
	550	0	0	0	0	0	0	0	0	0	0	0	0	550	0
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	0	0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral		0						0							0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral	6,357	0												6,357	0
Field Spt		0												0	0
	6,357	0	0	0	0	0	0	0	0	0	0	0	0	6,357	0
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance															
Bilateral	800	1,000											1,000	564	1,236
Field Spt		0												0	0
	800	1,000	0	0	0	0	0	0	0	0	0	0	1,000	564	1,236
SO 7: Increased Rural Household Income															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	7,707	1,000	0	0	0	0	0	0	0	0	0	0	1,000	7,471	1,236
Total Field Suppo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRA	7,707	1,000	0	0	0	0	0	0	0	0	0	0	1,000	7,471	1,236

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	1,000
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	1,000
CSD Program Total	0
TOTAL	1,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country: Kenya
 Approp: ESF
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	550	0						0						550	0
Field Spt		0												0	0
	550	0	0	0	0	0	0	0	0	0	0	0	0	550	0
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	0	0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral		0						0							0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral	6,357	0												6,357	0
Field Spt		0												0	0
	6,357	0	0	0	0	0	0	0	0	0	0	0	0	6,357	0
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance															
Bilateral	800	500											800	282	1,018
Field Spt		0												0	0
	800	500	0	0	0	0	0	0	0	0	0	0	800	282	1,018
SO 7: Increased Rural Household Income															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	7,707	500	0	0	0	0	0	0	0	0	0	0	800	7,189	1,018
Total Field Suppo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRA	7,707	500	0	0	0	0	0	0	0	0	0	0	800	7,189	1,018

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	800
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	500
CSD Program Total	0
TOTAL	500

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: Kenya
 Approp: ESF
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	0	0						0							0
Field Spt	0	0						0						0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	0	0													0
Field Spt	0	0						0						0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral		0						0							0
Field Spt		0						0						0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance															
Bilateral	1,018	500											800	884	634
Field Spt		0												0	0
	1,018	500	0	0	0	0	0	0	0	0	0	0	800	884	634
SO 7: Increased Rural Household Income															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	1,018	500	0	0	0	0	0	0	0	0	0	0	800	884	634
Total Field Suppo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRA	1,018	500	0	0	0	0	0	0	0	0	0	0	800	884	634

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	800
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	500
CSD Program Total	0
TOTAL	500

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Kenya
 Approp: P.L. 480
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	0	0						0							0
Field Spt	0	0						0							0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	0	0													0
Field Spt	0	0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral		0						0							0
Field Spt		0						0							0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7: Increased Rural Household Income															
Bilateral		7,071													7,071
Field Spt		0													0
	0	7,071	0	0	0	0	0	0	0	0	0	0	0	0	7,071
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	7,071	0	0	0	0	0	0	0	0	0	0	0	0	7,071
Total Field Suppo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRA	0	7,071	0	0	0	0	0	0	0	0	0	0	0	0	7,071

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	7,071
CSD Program Total	0
TOTAL	7,071

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: Kenya
 Approp: P.L. 480
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	0	0						0							0
Field Spt	0	0						0						0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	0	0													0
Field Spt	0	0						0						0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral		0						0							0
Field Spt		0						0						0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7: Increased Rural Household Income															
Bilateral		9,405													9,405
Field Spt		0												0	0
	0	9,405	0	0	0	0	0	0	0	0	0	0	0	0	9,405
SO 6:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	9,405	0	0	0	0	0	0	0	0	0	0	0	0	9,405
Total Field Suppo	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRA	0	9,405	0	0	0	0	0	0	0	0	0	0	0	0	9,405

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	9,405
CSD Program Total	0
TOTAL	9,405

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country: Kenya
 Approp: P.L. 480
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	0	0						0							0
Field Spt	0	0			0	0	0	0	0	0		0	0	0	0
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	0	0													0
Field Spt	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral		0						0							0
Field Spt	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7: Increased Rural Household Income															
Bilateral		15,000													15,000
Field Spt	0	0												0	0
	0	15,000	0	0	0	0	0	0	0	0		0	0	0	15,000
SO 6:															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	15,000	0	0	0	0	0	0	0	0		0	0	0	15,000
Total Field Suppo	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRA	0	15,000	0	0	0	0	0	0	0	0		0	0	0	15,000

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	15,000
CSD Program Total	0
TOTAL	15,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: Kenya
 Approp: P.L. 480
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	0	0						0							0
Field Spt	0	0						0						0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	0	0													0
Field Spt	0	0						0						0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral		0						0							0
Field Spt		0						0						0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7: Increased Rural Household Income															
Bilateral		15,000													15,000
Field Spt		0												0	0
	0	15,000	0	0	0	0	0	0	0	0	0	0	0	0	15,000
SO 6:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	15,000	0	0	0	0	0	0	0	0		0	0	0	15,000
Total Field Suppo	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRA	0	15,000	0	0	0	0	0	0	0	0		0	0	0	15,000

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	15,000
CSD Program Total	0
TOTAL	15,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Kenya
 Approp: DFA Pipeliir
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created															
Bilateral	206	0						0						206	0
Field Spt	0	0												0	0
	206	0	0	0	0	0	0	0	0	0	0	0	0	206	0
SO 2: Increased Commercialization of Smallholder Agriculture and Natural Resources Management															
Bilateral	4,070	0												4,070	0
Field Spt	0	0												0	0
	4,070	0	0	0	0	0	0	0	0	0	0	0	0	4,070	0
SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services															
Bilateral	157	0						0						157	0
Field Spt	600	0												600	0
	757	0	0	0	0	0	0	0	0	0	0	0	0	757	0
SO 4: Meet Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: Improved Natural Resource Management in Targeted Biodiverse Areas by and for the Stakeholders															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6: Sustainable Reforms and Accountable Governance Strengthened to Improved the Balance of Power Among the Institutions of Governance															
Bilateral	0	0											0	0	0
Field Spt		0											0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7: Increased Rural Household Income															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	4,433	0	0	0	0	0	0	0	0	0	0	0	0	4,433	0
Total Field Suppo	600	0	0	0	0	0	0	0	0	0	0	0	0	600	0
TOTAL PROGRA	5,033	0	0	0	0	0	0	0	0	0	0	0	0	5,033	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

Washington and Overseas Workforce Tables

Org								Total	Org.	Fin.	Admin.	Con-	Legal	Prog-	Total	Total
Kenya								SO/SpO	Mgmt.	Mgmt	Mgmt	tract		ram	Mgmt.	Staff
End of year On-Board	SO 3	SPO 4	SO 5	SO 6	SO 7											
FY 2001 Estimate																
OE Funded: 1/																
U.S. Direct Hire	1				1		2	1.6		2			0.4	4	6	
Other U.S. Citizens							0	1		1				2	2	
FSN/TCN Direct Hire							0							0	0	
Other FSN/TCN	3	0.5	1	3.5	5		13		4	80			3	87	100	
Subtotal	4	0.5	1	3.5	6	0	15	2.6	4	83	0	0	3.4	93	108	
Program Funded 1/																
U.S. Citizens	2	1		3	1		7							0	7	
FSNs/TCNs	9	4	4	5	7		29						2	2	31	
Subtotal	11	5	4	8	8	0	36	0	0	0	0	0	2	2	38	
Total Direct Workforce	15	5.5	5	11.5	14	0	51	2.6	4	83	0	0	5.4	95	146	
TAACS	1						1							0	1	
Fellows							0							0	0	
PASA		2					2							0	2	
Subtotal	1	2	0	0	0	0	3	0	0	0	0	0	0	0	3	
TOTAL WORKFORCE	16	7.5	5	11.5	14	0	54	2.6	4	83	0	0	5.4	95	149	

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org								Total	Org.	Fin.	Admin.	Con-	Legal	Prog-	Total	Total	
Kenya								SO/SpO	Mgmt.	Mgmt	Mgmt	tract		ram	Mgmt.	Staff	
End of year On-Board	SO 3	SPO 4	SO 5	SO 6	SO 7												
FY 2002 Target																	
OE Funded: 1/																	
U.S. Direct Hire	1				1		2	1.6	1	2			0.4	5	7		
Other U.S. Citizens							0	1		1				2	2		
FSN/TCN Direct Hire							0							0	0		
Other FSN/TCN	3	0.5	1	3.5	5		13		4	57			3	64	77		
Subtotal	4	0.5	1	3.5	6	0	0	15	2.6	5	60	0	0	3.4	71	86	
Program Funded 1/																	
U.S. Citizens	2	1		2	1		6							0	6		
FSNs/TCNs	9	4	4	5	7		29			23			2	25	54		
Subtotal	11	5	4	7	8	0	0	35	0	0	23	0	0	2	25	60	
Total Direct Workforce	15	5.5	5	10.5	14	0	0	50	2.6	5	83	0	0	5.4	96	146	
TAACS	1						1							0	1		
Fellows							0							0	0		
PASA		2					2							0	2		
Subtotal	1	2	0	0	0	0	0	3	0	0	0	0	0	0	3		
TOTAL WORKFORCE	16	7.5	5	10.5	14	0	0	53	2.6	5	83	0	0	5.4	96	149	

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org								Total						Total	Total	
Kenya								SO/SpO	Org.	Fin.	Admin.	Con-	Prog-	Total	Total	
End of year On-Board								Staff	Mgmt.	Mgmt	Mgmt	tract	Legal	ram	Mgmt.	Staff
FY 2003 Target	SO 3	SPO 4	SO 5	SO 6	SO 7											
OE Funded: 1/																
U.S. Direct Hire	1			1	1			3	1.6	1	2		0.4	5	8	
Other U.S. Citizens								0	1		1			2	2	
FSN/TCN Direct Hire								0						0	0	
Other FSN/TCN	3	0	1	3.5	5			12.5		4.5	57		3	64.5	77	
Subtotal	4	0	1	4.5	6	0	0	15.5	2.6	5.5	60	0	0	3.4	71.5	87
Program Funded 1/																
U.S. Citizens	2	0		2	1			5						0	5	
FSNs/TCNs	9	0	4	5	7			25			23		2	25	50	
Subtotal	11	0	4	7	8	0	0	30	0	0	23	0	0	2	25	55
Total Direct Workforce	15	0	5	11.5	14	0	0	45.5	2.6	5.5	83	0	0	5.4	96.5	142
TAACS	1							1						0	1	
Fellows								0						0	0	
PASA	0							0						0	0	
Subtotal	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	16	0	5	11.5	14	0	0	46.5	2.6	5.5	83	0	0	5.4	96.5	143

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org								Total						Total	Total	
Kenya								SO/SpO	Org.	Fin.	Admin.	Con-	Prog-	Total	Total	
End of year On-Board								Staff	Mgmt.	Mgmt	Mgmt	tract	Legal	Mgmt.	Staff	
FY 2003 Request	SO 3	SPO 4	SO 5	SO 6	SO 7											
OE Funded: 1/																
U.S. Direct Hire	1			1	1			3	1.6	1	2			0.4	5	8
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	3	0	1	3.5	5			12.5		4.5	57			3	64.5	77
Subtotal	4	0	1	4.5	6	0	0	15.5	2.6	5.5	60	0	0	3.4	71.5	87
Program Funded 1/																
U.S. Citizens	2	0		2	1			5							0	5
FSNs/TCNs	9	0	4	5	7			25			23			2	25	50
Subtotal	11	0	4	7	8	0	0	30	0	0	23	0	0	2	25	55
Total Direct Workforce	15	0	5	11.5	14	0	0	45.5	2.6	5.5	83	0	0	5.4	96.5	142
TAACS	1							1							0	1
Fellows								0							0	0
PASA		0						0							0	0
Subtotal	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	16	0	5	11.5	14	0	0	46.5	2.6	5.5	83	0	0	5.4	96.5	143

1/ Excludes TAACS, Fellows, and NEPs

Mission:

Kenya

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004
Senior Management				
SMG - 01	1	1	1	1
Program Management				
Program Mgt - 02	1	1	1	1
Project Dvpm Officer - 94				
Support Management				
EXO - 03	2	2	2	2
Controller - 04	0	1	1	1
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Sector Management				
Agriculture - 10 & 14	1	1	1	1
Economics - 11				
Democracy - 12	0	0	1	1
Food for Peace - 15				
Private Enterprise - 21				
Engineering - 25				
Environment - 40 & 75				
Health/Pop. - 50	1	1	1	1
Education - 60				
Total	6	7	8	8

GDOs: If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.

RUDOs: do not forget to include those who were in UE-funded RUDO positions.
remaining IDIs: list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth.Zankowski@HR.PPIM@aidw and to M. Cary.Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

OPERATING EXPENSES

Org. Title: KENYA

Org. No: 615

OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent											
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0		
	Subtotal OC 11.1			0.0			0.0			0.0		
11.3	Personnel comp. - other than full-time permanent											
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0		
	Subtotal OC 11.3			0.0			0.0			0.0		
11.5	Other personnel compensation											
11.5	USDH			0.0			0.0			0.0		
11.5	FNDH			0.0			0.0			0.0		
	Subtotal OC 11.5			0.0			0.0			0.0		
11.8	Special personal services payments											
11.8	USPSC Salaries			134.5			138.6			142.7		
11.8	FN PSC Salaries			2,010.0			1,860.0			2,020.0		
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0		
	Subtotal OC 11.8			2,144.5			1,998.6			2,162.7		
12.1	Personnel benefits											
12.1	USDH benefits											
12.1	Educational Allowances			105.0			159.0			209.4		
12.1	Cost of Living Allowances			18.0			21.0			21.0		
12.1	Home Service Transfer Allowances			0.7			2.8			1.4		
12.1	Quarters Allowances			0.0			0.0			0.0		
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0		
12.1	FNDH Benefits											
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0		
12.1	Other FNDH Benefits			0.0			0.0			0.0		
12.1	US PSC Benefits			0.0			0.0			0.0		
12.1	FN PSC Benefits											
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0		
12.1	Other FN PSC Benefits			30.0			20.0			21.8		
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0		
	Subtotal OC 12.1			153.7			202.8			253.6		
13.0	Benefits for former personnel											
13.0	FNDH											
13.0	Severance Payments for FNDH			5.0			5.0			5.0		
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0		

OPERATING EXPENSES

Org. Title: KENYA

Org. No: 615

OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs											
13.0	Severance Payments for FN PSCs	0.0	0.0	0.0		0.0	0.0		0.0	0.0		0.0
13.0	Other Benefits for Former Personnel - FN PSCs	0.0	0.0	0.0		0.0			0.0			0.0
	Subtotal OC 13.0	5.0	0.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0
21.0	Travel and transportation of persons											
21.0	Training Travel	40.0	40.0	40.0		40.0	40.0		40.0	40.0		40.0
21.0	Mandatory/Statutory Travel											
21.0	Post Assignment Travel - to field	12.2	12.2	48.8		48.8	24.7		24.7	24.7		24.7
21.0	Assignment to Washington Travel	3.3	3.3	17.2		17.2	6.7		6.7	6.7		6.7
21.0	Home Leave Travel	6.1	6.1	0.0		0.0	11.7		11.7	11.7		11.7
21.0	R & R Travel	27.5	27.5	20.0		20.0	41.2		41.2	41.2		41.2
21.0	Education Travel	0.0	0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Evacuation Travel	10.0	10.0	10.0		10.0	10.0		10.0	10.0		10.0
21.0	Retirement Travel	0.0	0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Pre-Employment Invitational Travel	0.0	0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Other Mandatory/Statutory Travel	5.0	5.0	5.0		5.0	5.0		5.0	5.0		5.0
21.0	Operational Travel											
21.0	Site Visits - Headquarters Personnel	15.0	15.0	15.0		15.0	15.0		15.0	15.0		15.0
21.0	Site Visits - Mission Personnel	25.0	25.0	25.0		25.0	25.0		25.0	25.0		25.0
21.0	Conferences/Seminars/Meetings/Retreats	55.0	55.0	55.0		55.0	55.0		55.0	55.0		55.0
21.0	Assessment Travel	0.0	0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Impact Evaluation Travel	0.0	0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0	0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Recruitment Travel	0.0	0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Other Operational Travel	15.0	15.0	15.0		15.0	15.0		15.0	15.0		15.0
	Subtotal OC 21.0	214.1	0.0	214.1	0.0	251.0	249.3	0.0	249.3	249.3	0.0	249.3
22.0	Transportation of things											
22.0	Post assignment freight	29.0	29.0	116.0		116.0	58.0		58.0	58.0		58.0
22.0	Home Leave Freight	33.0	33.0	75.0		75.0	58.0		58.0	58.0		58.0
22.0	Retirement Freight	0.0	0.0	0.0		0.0	0.0		0.0	0.0		0.0
22.0	Transportation/Freight for Office Furniture/Equip.	20.0	20.0	20.0		20.0	30.0		30.0	30.0		30.0
22.0	Transportation/Freight for Res. Furniture/Equip.	13.0	13.0	14.5		14.5	15.0		15.0	15.0		15.0
	Subtotal OC 22.0	95.0	0.0	95.0	0.0	225.5	161.0	0.0	161.0	161.0	0.0	161.0
23.2	Rental payments to others											
23.2	Rental Payments to Others - Office Space	48.7	48.7	42.0		42.0	0.0		0.0	0.0		0.0
23.2	Rental Payments to Others - Warehouse Space	7.5	7.5	7.9		7.9	8.2		8.2	8.2		8.2
23.2	Rental Payments to Others - Residences	105.0	105.0	128.2		128.2	126.0		126.0	126.0		126.0

OPERATING EXPENSES

Org. Title: KENYA
 Org. No: 615
 OC

OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total									
Subtotal OC 23.2	161.2	0.0	161.2	178.1	0.0	178.1	134.2	0.0	134.2	134.2	0.0	134.2
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	30.0		30.0	31.5		31.5	33.0		33.0	33.0		33.0
23.3 Residential Utilities	65.0		65.0	68.3		68.3	71.6		71.6	71.6		71.6
23.3 Telephone Costs	45.0		45.0	47.3		47.3	50.0		50.0	50.0		50.0
23.3 IT Software Leases	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 IT Hardware Lease	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 Commercial Time Sharing	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 Postal Fees (Other than APO Mail)	3.0		3.0	3.1		3.1	3.3		3.3	3.3		3.3
23.3 Other Mail Service Costs	2.5		2.5	2.6		2.6	2.8		2.8	2.8		2.8
23.3 Courier Services	3.0		3.0	3.2		3.2	3.3		3.3	3.3		3.3
Subtotal OC 23.3	148.5	0.0	148.5	156.0	0.0	156.0	164.0	0.0	164.0	164.0	0.0	164.0
24.0 Printing and Reproduction	2.0		2.0	2.1		2.1	2.2		2.2	2.2		2.2
Subtotal OC 24.0	2.0	0.0	2.0	2.1	0.0	2.1	2.2	0.0	2.2	2.2	0.0	2.2
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.1 Management & Professional Support Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.1 Engineering & Technical Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	33.0		33.0	34.7		34.7	37.0		37.0	37.0		37.0
25.2 Residential Security Guard Services	105.0		105.0	120.0		120.0	126.0		126.0	126.0		126.0
25.2 Official Residential Expenses	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Representation Allowances	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
25.2 Non-Federal Audits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Grievances/Investigations	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Insurance and Vehicle Registration Fees	2.2		2.2	2.2		2.2	2.2		2.2	2.2		2.2
25.2 Vehicle Rental	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Manpower Contracts	16.1		16.1	17.4		17.4	20.0		20.0	20.0		20.0
25.2 Records Declassification & Other Records Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Recruiting activities	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Penalty Interest Payments	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Other Miscellaneous Services	60.0		60.0	55.0		55.0	55.0		55.0	55.0		55.0
25.2 Staff training contracts	35.0		35.0	35.0		35.0	35.0		35.0	35.0		35.0
25.2 IT related contracts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 25.2	254.3	0.0	254.3	267.3	0.0	267.3	278.2	0.0	278.2	278.2	0.0	278.2

OPERATING EXPENSES

Org. Title: KENYA
 Org. No: 615
 OC

	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total									
25.3 Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3 ICASS	199.7		199.7	209.7		209.7	220.0		220.0	220.0		220.0
25.3 All Other Services from Other Gov't. accounts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 25.3	199.7	0.0	199.7	209.7	0.0	209.7	220.0	0.0	220.0	220.0	0.0	220.0
25.4 Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4 Office building Maintenance	12.0		12.0	12.6		12.6	13.2		13.2	13.2		13.2
25.4 Residential Building Maintenance	30.0		30.0	31.5		31.5	33.0		33.0	33.0		33.0
Subtotal OC 25.4	42.0	0.0	42.0	44.1	0.0	44.1	46.2	0.0	46.2	46.2	0.0	46.2
25.6 Medical Care	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
Subtotal OC 25.6	2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0
25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7 IT and telephone operation and maintenance costs	5.0		5.0	5.3		5.3	5.5		5.5	5.5		5.5
25.7 Storage Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.7 Office Furniture/Equip. Repair and Maintenance	40.0		40.0	40.0		40.0	40.0		40.0	40.0		40.0
25.7 Vehicle Repair and Maintenance	23.0		23.0	23.0		23.0	23.0		23.0	23.0		23.0
25.7 Residential Furniture/Equip. Repair and Maintenance	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
Subtotal OC 25.7	72.0	0.0	72.0	72.3	0.0	72.3	72.5	0.0	72.5	72.5	0.0	72.5
25.8 Subsistence & spt. of persons (by contract or Gov't.)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0 Supplies and materials	434.0		434.0	442.5		442.5	287.5		287.5	287.5		287.5
Subtotal OC 26.0	434.0	0.0	434.0	442.5	0.0	442.5	287.5	0.0	287.5	287.5	0.0	287.5
31.0 Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0 Purchase of Residential Furniture/Equip.	70.0		70.0	40.0		40.0	40.0		40.0	40.0		40.0
31.0 Purchase of Office Furniture/Equip.	15.0		15.0	37.0		37.0	45.0		45.0	45.0		45.0
31.0 Purchase of Vehicles	86.0		86.0	43.0		43.0	31.6		31.6	31.6		31.6
31.0 Armoring of Vehicles	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0 Purchase of Printing/Graphics Equipment	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0 IT Hardware purchases	61.0		61.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0 IT Software purchases	50.0		50.0	50.0		50.0	55.0		55.0	55.0		55.0
Subtotal OC 31.0	282.0	0.0	282.0	170.0	0.0	170.0	171.6	0.0	171.6	171.6	0.0	171.6
32.0 Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

OPERATING EXPENSES

Org. Title: KENYA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 615		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC													
32.0	Purchase of Land & Buildings (& bldg. construction)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Purchase of fixed equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Purchase of fixed security equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Building Renovations/Alterations - Office	10.0		10.0	3.0		3.0	20.0		20.0	20.0		20.0
32.0	Building Renovations/Alterations - Residential	30.0		30.0	20.0		20.0	20.0		20.0	20.0		20.0
	Subtotal OC 32.0	40.0	0.0	40.0	23.0	0.0	23.0	40.0	0.0	40.0	40.0	0.0	40.0
42.0	Claims and indemnities	0.0		0.0			0.0	0.0		0.0	0.0		0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		4,250.0	0.0	4,250.0	4,250.0	0.0	4,250.0	4,250.0	0.0	4,250.0	4,250.0	0.0	4,250.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>3,526.0</u>	<u>3,270.0</u>	<u>3,275.0</u>
Exchange Rate Used in Computations	<u>77.0</u> _____	<u>78.0</u> _____	<u>79.0</u> _____

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
 On that form, OE funded deposits must equal: 0.0 0.0 0.0

Cost of Controller Operations

Org. Title: USAID/KENYA

Org. No: 615 _____

OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total									
11.1 Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1 Base Pay & pymt. for annual leave balances - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3 Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3 Base Pay & pymt. for annual leave balances - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5 Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5 USDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
11.5 FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8 Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8 USPSC Salaries	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
11.8 FN PSC Salaries	305.2		305.2	331.5		331.5	360.1		360.1	360.1		360.1
11.8 IPA/Details-In/PASAs/RSSAs Salaries	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 11.8	305.2	0.0	305.2	331.5	0.0	331.5	360.1	0.0	360.1	360.1	0.0	360.1
12.1 Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Educational Allowances	0.0		0.0	32.8		32.8	28.1		28.1	28.1		28.1
12.1 Cost of Living Allowances	0.0		0.0	3.0		3.0	3.0		3.0	3.0		3.0
12.1 Home Service Transfer Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1 Quarters Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1 Other Misc. USDH Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1 FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 * Payments to FSN Voluntary Separation Fund - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1 Other FNDH Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1 US PSC Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1 FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 * Payments to FSN Voluntary Separation Fund - FN PSC	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1 Other FN PSC Benefits	1.8		1.8	1.8		1.8	1.8		1.8	1.8		1.8
12.1 IPA/Detail-In/PASA/RSSA Benefits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 12.1	1.8	0.0	1.8	37.6	0.0	37.6	32.9	0.0	32.9	32.9	0.0	32.9
13.0 Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
13.0 Other Benefits for Former Personnel - FNDH	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0

Cost of Controller Operations

Org. Title:USAID/KENYA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No:615 _____		Dollars	TF	Total									
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0.0		0.0	0.0		0.0	0.0	0.0	0.0	0.0		0.0
13.0	Other Benefits for Former Personnel - FN PSCs	0.0		0.0	0.0		0.0	0.0	0.0	0.0	0.0		0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	3.6		3.6	3.6		3.6	3.6		3.6	3.6		3.6
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0.0		0.0	12.2		12.2	0.0		0.0	0.0		0.0
21.0	Assignment to Washington Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Home Leave Travel	0.0		0.0	0.7		0.7	0.0		0.0	0.0		0.0
21.0	R & R Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Education Travel	0.0		0.0	0.0		0.0	10.2		10.2	10.2		10.2
21.0	Evacuation Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Retirement Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Pre-Employment Invitational Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Other Mandatory/Statutory Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Site Visits - Mission Personnel	2.3		2.3	2.3		2.3	2.3		2.3	2.3		2.3
21.0	Conferences/Seminars/Meetings/Retreats	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
21.0	Assessment Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Impact Evaluation Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Recruitment Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Other Operational Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 21.0	10.8	0.0	10.8	23.8	0.0	23.8	21.1	0.0	21.1	21.1	0.0	21.1
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0.0		0.0	29.0		29.0	0.0		0.0	0.0		0.0
22.0	Home Leave Freight	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
22.0	Retirement Freight	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
22.0	Transportation/Freight for Office Furniture/Equip.	4.5		4.5	2.3		2.3	1.8		1.8	1.8		1.8
22.0	Transportation/Freight for Res. Furniture/Equip.	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 22.0	4.5	0.0	4.5	31.3	0.0	31.3	1.8	0.0	1.8	1.8	0.0	1.8
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	4.4		4.4	3.8		3.8	0.0		0.0	0.0		0.0
23.2	Rental Payments to Others - Warehouse Space	0.7		0.7	0.7		0.7	0.7		0.7	0.7		0.7
23.2	Rental Payments to Others - Residences	0.0		0.0	14.5		14.5	19.1		19.1	19.1		19.1

Cost of Controller Operations

Org. Title: USAID/KENYA

Org. No: 615 _____

OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total									
Subtotal OC 23.2	5.1	0.0	5.1	19.0	0.0	19.0	19.8	0.0	19.8	19.8	0.0	19.8
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	2.7		2.7	2.8		2.8	3.0		3.0	3.0		3.0
23.3 Residential Utilities	0.0		0.0	9.7		9.7	10.0		10.0	10.0		10.0
23.3 Telephone Costs	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 IT Software Leases	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 IT Hardware Lease	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 Commercial Time Sharing	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 Postal Fees (Other than APO Mail)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 Other Mail Service Costs	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 Courier Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 23.3	2.7	0.0	2.7	12.5	0.0	12.5	13.0	0.0	13.0	13.0	0.0	13.0
24.0 Printing and Reproduction	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.1 Management & Professional Support Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.1 Engineering & Technical Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	3.0		3.0	3.1		3.1	3.3		3.3	3.3		3.3
25.2 Residential Security Guard Services	0.0		0.0	15.0		15.0	15.0		15.0	15.0		15.0
25.2 Official Residential Expenses	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Representation Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Non-Federal Audits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Grievances/Investigations	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Insurance and Vehicle Registration Fees	0.2		0.2	0.2		0.2	0.2		0.2	0.2		0.2
25.2 Vehicle Rental	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Manpower Contracts	1.4		1.4	1.6		1.6	1.8		1.8	1.8		1.8
25.2 Records Declassification & Other Records Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Recruiting activities	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Penalty Interest Payments	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Other Miscellaneous Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Staff training contracts	3.2		3.2	3.2		3.2	3.2		3.2	3.2		3.2
25.2 IT related contracts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 25.2	7.8	0.0	7.8	23.0	0.0	23.0	23.5	0.0	23.5	23.5	0.0	23.5

Cost of Controller Operations

Org. Title: USAID/KENYA													
Org. No: 615 _____													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total									
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	18.0		18.0	18.9		18.9	19.8		19.8	19.8		19.8
25.3	All Other Services from Other Gov't. accounts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.3	18.0	0.0	18.0	18.9	0.0	18.9	19.8	0.0	19.8	19.8	0.0	19.8
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	1.1		1.1	1.1		1.1	1.2		1.2	1.2		1.2
25.4	Residential Building Maintenance	0.0		0.0	4.5		4.5	4.6		4.6	4.6		4.6
	Subtotal OC 25.4	1.1	0.0	1.1	5.6	0.0	5.6	5.8	0.0	5.8	5.8	0.0	5.8
25.6	Medical Care	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5
25.7	Storage Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.7	Office Furniture/Equip. Repair and Maintenance	3.6		3.6	3.6		3.6	3.6		3.6	3.6		3.6
25.7	Vehicle Repair and Maintenance	2.1		2.1	2.1		2.1	2.1		2.1	2.1		2.1
25.7	Residential Furniture/Equip. Repair and Maintenance	0.0		0.0	0.5		0.5	0.5		0.5	0.5		0.5
	Subtotal OC 25.7	6.1	0.0	6.1	6.6	0.0	6.6	6.7	0.0	6.7	6.7	0.0	6.7
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	29.3		29.3	20.7		20.7	10.8		10.8	10.8		10.8
	Subtotal OC 26.0	29.3	0.0	29.3	20.7	0.0	20.7	10.8	0.0	10.8	10.8	0.0	10.8
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0.0		0.0	30.0		30.0	0.0		0.0	0.0		0.0
31.0	Purchase of Office Furniture/Equip.	5.0		5.0	2.3		2.3	0.0		0.0	0.0		0.0
31.0	Purchase of Vehicles	8.1		8.1	4.1		4.1	4.1		4.1	4.1		4.1
31.0	Armoring of Vehicles	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	Purchase of Printing/Graphics Equipment	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	IT Hardware purchases	5.4		5.4	3.6		3.6	3.2		3.2	3.2		3.2
31.0	IT Software purchases	3.6		3.6	1.8		1.8	0.0		0.0	0.0		0.0
	Subtotal OC 31.0	22.1	0.0	22.1	41.7	0.0	41.7	7.2	0.0	7.2	7.2	0.0	7.2
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
Reduce Fertility and the Risk of HIV/AIDS Transmission Through	FHI/IMPACT: 936-3090.02	HIGH	2 YEARS		4,700		4,700
	DELIVER: 936-3089.01	HIGH	2 YEARS		1,500		1,500
	POLICY II: 936-3078.02	HIGH	2 YEARS		1,800		1,800
	AIDSMARK: 936-3090.03	HIGH	2 YEARS		2,500		2,200
	FHI/POP: 936-3079.00	HIGH	2 YEARS		250		250
	CEDPA/TAACS: 936-5970.03	HIGH	2 YEARS		104		250
	MEASURE: 936-3083	HIGH	2 YEARS		1,150		400
	CPSD: 936-3057	HIGH	2 YEARS		105		105
	WESTERN CONSORTIUM	HIGH	1 YEAR		103		0
Improved NRM in Targeted Biodiverse Areas	CRC/URI Univ. of Rhode Island, CG/ENV/ENR, Central Resource Mngt (CRM II): 936-5556	HIGH	4 YEARS		250		300
GRAND TOTAL.....					12,462		11,505

* For Priorities use high, medium-high, medium, medium-low, low

Information Annex Topic: Environmental Impact

SECTION 6. ENVIRONMENTAL COMPLIANCE

USIAD/Kenya ISP for FY 2001 thro' 2005 was approved in January 2001. The Mission will embark on preparing SO-level IEE for the three new SOs. The new SOs are: SO5 - Improved natural resource management in targeted biodiverse resource areas for and by the stakeholders, SO6 - Sustainable reforms and accountable governance strengthened to improved the balance of power among the institutions of governance, and SO7 - Increased rural household incomes. There are no unresolved issues on implementation of 22CFR, Part 216 for the Mission's programs and activities. Monitoring of environmental compliance of the approved IEE for the current activities are being folded in new SOs and/or where SO has not changed will continue. The table below summaries the status plans and schedule of environmental compliance actions for FY 2002 and 2003:

ASSISTANCE ACTIVITIES	FY2002 and before	FY 2003	Comments
SO6: Sustainable reforms and accountable governance strengthened to improve the balance of power among the institutions of governance			
i)SO6 activities to be designed ii)SO1 activities: Project#615-0266 Small grants Program PACD 2004	SO1 project activities to continue to 2004 and Cat. Exc., and are compliant	i) New activities to be designed. ii) Monitoring of old activities will continue. Develop a new IEE for new SO activities	Current activities are complying with IEE. Amend the IEE to conform with the proposed activities for the SO6
SO2 split into two SO: Economic growth activities will be folded into SO7 and environmental activities into the SO5			
a) SO5: Improved natural resource management in targeted biodiverse resource areas for and by stakeholders			
i)SO2 activity: Conservation of Biodiverse Resource Areas (COBRA) 615-01247-00, LOP FY 2003 ii) SO5 activities to be designed.	NRM Activities under SO2 folded in SO5, under Conservation of Resource through Enterprise (CORE). Partners trained on environmental review for enterprises.	i) Amend the current COBRA IEE to SO-level IEE. ii) The IEE to be incorporated in the SO monitoring plan. Forestry activity design is underway	Compliant. Mission continues to enhance the capacity of partners and beneficiaries to monitor environmental compliance.
b) SO7: Increased rural incomes improved			
SO7 the design of SO7 program implementation mechanism is underway. Activities to be implemented under the SO to be determined after the SO.			
Micro-Private Enterprise Development Project 615-0263-00, LOP 2000	95 IEE, Cat Ex. for Tech. assistance and training. Neg. Det. for agribusiness sector. Partners monitoring compliance.	Work with Partners to include environmental compliance report in their quarterly report.	Activity to be folded in the new SO-level IEE. Compliant
Kenya Market Development Project LOP 2000	Activity to be closed in September 2001.	The activity will be embraced in the Umbrella IEE for the proposed economic growth SOAG.	Partners will be required to prepare a monitoring plan before activity implementation is started.
PL 480 Title II, LOP (variable years per individual DAPS)	Compliance reports submitted. Deferrals resolved. DAPs for FY2003 being reviewed.	Review DAPs IEEs and approve. Drought contingency plan prepared and take into account environment compliance.	Mission will continue to collaborate with cooperating sponsors (CRS, CARE, World Vision, IDRA,etc) to monitor the compliance
Agro-business Development Support Project, 615-0268-00, LOP 2002	IEE FY 98 Cat Ex., Neg. Det. and Deferral. Collaborate with partners to develop a monitoring plan.	Activities to be implemented to be determined after the design of SO7 program. IEE to be prepared as appropriate.	Environmental compliance to be incorporated in the SO7 monitoring plan.
SO3 Reduce fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning & health services			

Assistance to the Population Health Sector, 615-0264-00, LOP FY 2005	2000 IEE, Cat Ex. with conditions for child survival (bed nets, immunization, blood donor centres). Bed nets deferred.	Deferral for bednets being addressed. Chemical safe use report prepared, Compliance for medical waste monitored.	Partners monitoring compliance and their capacity to be enhanced.
SPO Meet Critical Needs of Kenyans Affected by the Nairobi Bomb Blast and Build Capacity to Address Future Disasters			
SPO- 615-0269-00, LOP extended to September FY 2002	98 Cat Ex. for hospital bills and Neg. Deter with conditions for minor construction and blood centre.	IEE amended and compliance monitored. Partners have assume the responsibility of assuring environmental compliance.	Compliant. Implementation to alleviate impact on economic activity deferral resolved.

Information Annex Topic: E&E R4 Detailed Budget Information

Information Annex Topic: Global Climate Change

Information Annex Topic: Global Climate Change

Requested by: G/ENV for all reporting units attributing resources toward USAID climate change Initiative

What the information annex will be used for: This narrative will enable G/ENV to prepare the annual report to Congress, as required in FY 2001 legislation.

Specific points to be addressed: Reporting units will report on climate change activities by following special guidance that includes indicator tables and a template for a separate narrative. This guidance will be available on the Agency R4 web site, and through G/ENV. Both the indicator and narrative information are mandatory, and should discuss activities related to: (1) increasing developing country participation in the United Nations framework convention on climate change, (2) decreasing net greenhouse gas emissions, and (3) reducing developing country vulnerability to climate change impacts.

Maximum page length: indicator tables and 2-4 pages of narrative.

Requirement: mandatory for those missions and Washington-based offices attributing resources toward the Agency Global Climate Change Initiative.

Information Annex Topic: Greater Horn of Africa Initiative

I

Information annex topic: Greater Horn of Africa Initiative (GHAI)

Requested by: Africa Bureau

What the information annex will be used for: To prepare the required annual report on the GHAI that permits overall assessment of progress on this program. All agency operating units implementing GHAI Activities (including BHR and G Operating Units) need to report GHAI status and issues.

Specific points to be addressed: Those operating units which are directly managing GHAI funds should report explicitly on the relevant activities and results, including which GHAI and operating unit intermediate result they support. Results not captured in operating units' main SO performance narrative should be highlighted in the supplemental GHAI annex. Examples of operating units directly managing GHAI funds include, inter alia, USAID/Uganda for water hyacinth management activities, BHR/OFDA for climate outlook activities, the Sudan and Somalia programs, and multiple bilateral missions receiving Conflict Quick Response and Conflict Pilot Activities funds. The main text of the REDSO/ESA R4 will capture GHAI results since it manages the majority of GHAI-funded activities.

Operating units contributing to GHAI results with their own resources should report in the relevant strategic objective section of the operating unit's R4, with a brief recap of these results in the annex. Bureaus are reminded that M, PPC, and GC operating units, while not easily captured through the traditional results reporting indicators, have made numerous contributions to the achievement of GHAI results.

Operating Units should also indicate if and how the GHAI "operational framework" is being applied to both GHAI-funded activities and the overall bilateral portfolio. The operational framework reflects the GHAI principles of African ownership, strategic coordination, linking relief and development, regional perspectives, and promoting stability. For example, if an activity is co-funded with other donors, other USAID Operating Units and/or other USG agencies, this would be a good example of strategic coordination. Operating units contributing in other ways to the operational framework need to report on specific examples of these results in the annex. A few very specific examples of the application of the GHAI Principles are needed, rather than generalized statements.

GHAI bilateral missions should also report on progress to date towards convergence, whether this be through formal strategy adjustments and modifications or through changes in programs/activities.

Finally, in all GHAI-related reporting in the R4, operating units are encouraged to report in greater specificity on a smaller number of GHAI activities rather than to report in general, vague language on a vast number of activities.

Maximum page length: two pages

Requirement: Required for Africa Bureau GHAI bilateral missions and central bureaus operating units managing GHAI funds, working toward GHAI convergence and/or contributing to the GHAI operational framework.

Introduction: The influence of the Greater Horn of Africa Initiative (GHAI) can be seen throughout USAID/Kenya's strategic plan. All our strategic objectives (SOs) include components that will increase food security in Kenya. Conflict prevention is a cross-cutting theme in the Mission's endeavors in promoting democracy and good governance, economic growth, natural resources management, health, reduced fertility and HIV/AIDS transmission. And the bedrock of USAID/Kenya activities continues to be ownership of the strategy by the people of Kenya. Food security and conflict prevention, mitigation, and response still remain the front and center of Mission activities. The USAID/Kenya program contributes to the following GHAI strategic objectives.

GHAI SO1: Strengthened African capacity to enhance regional food security

USAID/Kenya's work on the liberalization of grain markets has allowed unrestricted grain movement from surplus-producing to deficit areas within Kenya, benefiting both producers and consumers and enhancing food security in the country. Reforms have also encouraged regional trade by stimulating imports of grain from Uganda and

Tanzania, improving regional food security and providing income and production incentives for farmers in the region. Liberalization of the grain and cereals market now allows the private sector in Kenya to import grain from other countries, substantially decreasing its dependency on donor-supplied food aid except in times of drought. Despite high protective maize tariffs, commercial, private sector imports average around 300,000 metric tons in “normal” years, providing food to cover the deficit in Kenya’s domestic production of, primarily, wheat and maize. In non-drought years, this commercial importation goes a long way to ensuring a sustainable food balance and food security at a national level, although not necessarily at the household level.

The Mission’s support of local policy research and dialogue, technology development and transfer, and appropriate agricultural policy change has built African capacity and ownership of the results. Rwanda and Tanzania now use improved varieties of seeds developed by USAID support to the Kenya Agricultural Research Institute (KARI). KARI is an active partner in facilitating technology development and transfer in the Eastern Africa region.

The Mission’s population and health activities address one of the root causes of food insecurity as identified in the GHAI Strategic Plan—population growth. Regional population growth rates now average 2.9 percent, in some cases exceeding the carrying capacity of the land. Due to a very successful family planning program, this rate has fallen to 2.2 percent in Kenya, with potential lessons from Kenya that will be applicable throughout the region. USAID/Kenya has supported regional and AID/W-funded initiatives on food security and nutrition. Collaborative studies have identified stunting, Vitamin A deficiency, and protein-energy malnutrition as problems in Kenya and in the region. As result, during the Inter-Agencies Coordinating Committee for National Immunization Days (NIDs), the Mission contributed to the decision to administer Vitamin A supplements with the polio vaccine during the 1999 NID in Kenya. Mission staff have participated in regional food and nutrition seminars and encouraged government of Kenya staff to participate in regional food security and nutrition activities. Finally, the Program for Appropriate Technology in Health (PATH/Kenya), a local NGO with strong USAID linkages, is undertaking a study on community-based nutrition activities. Lessons learned from this Kenyan experience will be disseminated throughout the region.

GHAI SO2: Strengthened Africa Capacity to Prevent, Mitigate & Respond to Conflict

USAID/Kenya is applying the GHAI principle of African ownership to its implementation of the African-led democracy and governance (DG) portfolio. USAID continues to fund NGOs and religious organizations that are engaged in conflict prevention and mitigation, violence monitoring, and peace and reconciliation activities. One partner, Kenya Pastoralist Forum (KPF), is involved in civic education for human rights and constitutional reform in northeastern Kenya to mitigate conflicts among pastoralists and between pastoralists and the GOK. Another partner, Friend of Nomads International (FONI), is implementing a strategic project that involves the mitigation and prevention of conflict over natural resources. FONI is enhancing the long-term management capacity of pastoral communities to deal with the environmental resource conflict within Kenya’s Ewaso Ng’iro North River System. Ewaso Ng’iro river is a seasonal river and a vital resource for both pastoralists and small scale farmers, particularly, Borana and Somali tribes who have persistently and violently clashed over its water and pastureland. FONI has initiated a process of participatory institutional management of local natural resources that has resulted in dialogue and social exchange between the Borana and Somali tribes. This has undoubtedly averted resurgence of conflicts and facilitated the establishment of resource management committees and user associations to regulate and control the usage of the river. FONI is also working with the water-users to evolve an explicit code of self-regulation binding to all stakeholders. These efforts are laying the ground for long-term conflict prevention in the region.

The USAID-funded National Christian Council of Kenya (NCCCK) is implementing a community peace-building and development activity in the Rift Valley Province, an area that experienced ethnic and tribal clashes during the 1992-95 period. NCCCK efforts are primarily focused on pastoral areas where tribal hostility is still high, especially

between Pokot and Marakwet. NCKK is also promoting cross-border peace between Karamojong and Turkana of Uganda and Kenya, respectively. As a result, hostility between these pastoral communities has reduced.

The Mission's health sector programs are mitigating the risk of conflict caused by population pressures through efforts to deliver safe, effective, and voluntary family planning and reproductive health services. HIV/AIDS education and prevention programs targeted at high risk groups and youth will reduce the risk of illness and death among the most productive members of society. Care and support programs will help to mitigate social conflict caused by the disintegration of the family and increased orphanage. Both family planning and HIV/AIDS programs seek to enhance the empowerment of women by giving them the information and the means to maintain and improve their reproductive health

Information Annex Topic: Non-presence Countries (npcs)

Information Annex Topic: Success Stories

Natural Resource Management Success Story

Il Ngwesi Lodge:
Linking Business and Nature, a USAID/Kenya-funded Activity
Laikipia, Kenya

**COMMUNITY-OWNED AND MANAGED, THIS GROWING ENTERPRISE ON THE SLOPES OF MOUNT KENYA
COMBINES LOCAL KNOWLEDGE, BUSINESS AND NATURE.**

Il Ngwesi Lodge--small but successful--is proving that switching from cattle herding to conservation can be good business for local communities; it is becoming a model for conservation-based enterprise throughout East Africa. Launched with the assistance of USAID's COBRA project in 1996, this community project has inspired a number of similar ventures throughout Kenya - as well as USAID's current CORE project.¹

Previously overgrazed and badly degraded, today Il Ngwesi Group Ranch hosts an 8,700 ha conservation area surrounding a 12-bed, luxury lodge. Cattle are prohibited from the conservation area except during severe drought. From the lodge, visitors can spot elephant, buffalo, bushbuck, kudu, and the occasional big cat.

Benefits for the Community

In exchange for maintaining the conservation area, Il Ngwesi Group Ranch receives multiple financial and social benefits for its 448 registered households.

Occupancy rates at the lodge have been increasing steadily since the lodge opened its doors to visitors in December 1996 - the Lodge hosted more than 1,000 visitors in 2000. Accordingly, earnings are growing: During its first year, the lodge grossed US\$ 40,000; it earned an estimated US\$ 85,000 in 2000.

Facts & Figures

Location:	Laikipia District, North of Mount Kenya
Conservation area:	8,700 ha
Enterprise type:	12-bed camp
Conservation Target:	elephants, carnivores, natural vegetation mosaic of acacia-commiphora
Population:	448 households

PARTNER: LEWA WILDLIFE CONSERVANCY

Cultural tourism – one another source of income

The majority of these earnings fund community

¹ CORE stands for “Conservation of Resources through Enterprises,” a four-year USAID initiative in Kenya, that aims at facilitating community partnerships to initiate innovative businesses.



development some are disbursed as dividends to group ranch members, and wages to employees. About 50 community members work at the lodge: For these individuals and their families, wages are secure and consistent; earners spend them on such activities as building, savings, and investment into micro-enterprises.

Residents say, though, that indirect and non-cash benefits are at least as important as wages; they are also spread more widely. Hundreds of households are now benefiting from increased security, improved grazing management, access to transport, and access to education. Opportunities for empowerment of women have been created, particularly through a growing handcraft businesses. Previously the main source of income was pastoralism, an economic activity that is regularly affected by drought.

Revolutionising Attitudes

In an area where poaching and snaring is rife, Il Ngwesi has not experienced a single killing in four years.

--Travel News, March 2001

Historically, the main economic activity for the people of Il Ngwesi has been ranching. In many parts of the ranch, usable land has been decreasing because of overgrazing. Land degradation was reducing incomes and back-up systems for times of drought—as well as creating stiff competition between wildlife and livestock.

Il Ngwesi's Natural Resource Management Committee now oversees water and grazing resources, and enforces the by-laws governing these resources and the conservation area. Group ranch by-laws now ban routine grazing from the conservation area.

Leaving the area alone has enabled it to regenerate and attract wildlife - but also to serve as emergency grazing land. In the drought year of 2000, the management committee allowed cattle in the area when they were at risk of starvation. Grazing was still prohibited within a kilometer around the lodge.

In 2000, the ranch launched a project to reseed areas that have historically been overgrazed – another initiative that could have sweeping benefits.

The conservation impacts of the lodge have come from both the direct benefits - improved livelihoods such as education, security – and indirect benefits like empowerment. This story illustrates that USAID investment in conservation can and does pay, creating a change in individual behavior and on-going change in Group Ranch capacity. It has an important demonstration, both locally and nationally and is helping to change attitudes positively in favor of conservation.

Land on many of the group ranches in Laikipia has been degraded by overgrazing



Some of the changes from demarcating conservation areas



Since Il Ngwesi opened to visitors in December 1996, the popularity of the lodge has increased steadily with the only complaint that 'we can't get a booking'.

--Il Ngwesi Newsletter

Information Annex Topic: Supplemental Information

Information Annex Topic: Updated Results Framework Annex

Part A. Results Framework.

SO1: Effective Demand for Sustainable Political, Constitutional and Legal Reform Created

IR 1.0: Civil society strengthened with emphasis on women's participation

Sub IR1.1: Organizational outreach capacity of civil society organizations' expanded

Sub IR1.2: Improved legal and economic dialogue

Sub IR 1.3: Better informed public

Sub IR 1.4: Information on legal issues available and accessible

Sub IR 1.5: Expanded civil society capacity for conflict prevention and resolution

IR 2.0: Electoral process more transparent:

Sub IR 2.1: Electoral Commission implements viable registration and management system

Sub IR 2.2: Improved election monitoring and poll watching system

Sub IR 2.3: Improved monitoring and assessment of pre-election environment.

SO2: Increased Commercialization of Smallholder Agriculture and Natural Resource Management

IR 1.0: Increased strength and competitiveness of agricultural markets:

Sub IR 1.1: Increased private sector participation in agricultural markets

Sub IR 1.2: Yield-Enhancing technology developed and transferred

Sub IR 1.3: Increased potential of selected marginal communities to make the transition from relief to development.

IR 2.0: Increased services and labor opportunities for smallholders:

Sub IR 2.1: Increased growth of micro and small enterprises

Sub IR 2.2: Increased cost-effective delivery of services to micro and small enterprises

Sub IR 2.3: Policy and regulatory constraints to micro and small enterprises reduced

IR 3.0: Increased growth of non-traditional agricultural exports:

Sub IR 3.1: Improved policy and regulatory environment

Sub IR 3.2: Increased capacity of selected associations to provide export promotion services

SO 3: Reduce Fertility and the Risk of HIV/AIDS Transmission Through Sustainable, Integrated Family Planning and Health Services

IR 1.0: Non-USAID financial resources for FP/HIV/CS increased:

Sub IR 1.1: Collaboration with major European donors and Japan intensified

Sub IR 1.2: Sources of funding for USAID FP service delivery programs diversified

Sub IR 1.3: Government of Kenya contribution to immunization programs increased.

IR 2.0: Capacity of public and private health institutions to finance, plan and manage resources increased:

Sub IR 2.1: Public sector financial resources for primary and preventive healthcare increased

Sub IR 2.2: Organizational capacity and self-sufficiency of key private sector FP and HIV/AIDS service providers improved

IR 3.0: Increased customer use of integrated FP/HIV/AIDS/CS services:

Sub IR 3.1: Policies and program approaches for FP/HIV/AIDS/CS services improved through research, analysis, monitoring and evaluation

Sub IR 3.2: Improved prevention and management of childhood illnesses including malaria in a target district

Sub IR 3.3: Key FP and HIV/AIDS service delivery support systems strengthened and institutionalized

Sub IR 3.4: Integrated FP and HIV/AIDS services provided by selected NGOs and Cooperating Agents

Sub IR 3.5: Increased availability of effective, gender sensitive, HIV/AIDS responses in selected

populations

SPO4: Meet the Critical Needs of Kenyans Affected by the Nairobi Bombing and Build Capacity to Address Future Disasters

IR 1.0: Economic impact of the bombing reduced, and

IR 2.0: Health and socioeconomic needs of bomb victims met

IR 3.0: Preparedness for future disasters enhanced

Information Annex Topic: Institutional and organizational development

What the information annex will be used for: prepare the cross-cutting theme chapter of the FY 2000 Performance Overview. The 2000 revision of the Agency Strategic Plan includes five cross-cutting themes in addition to the six Agency goals and the management goal. It also includes a commitment to report on one of the themes in depth in the Performance Overview each year. Institutional and organizational development has been chosen as the theme to be reported on in the 2000 Performance Overview.

The Performance Overview chapter aims to document the following points, based on the information requested:

- * support for institutional and organizational development is systematically programmed in results frameworks for the majority of Agency OUs;
- * support for institutional and organizational development systematically cross-cuts Agency goal areas in OU programs;
- * institutional and organizational development support is provided to public sector, private for-profit and private non-profit organizations consistent with program objectives;
- * a variety of types of capacity-building (e.g., financial accountability and sustainability, management and

Guidelines for Identifying Institutional Capacity Development. An institutional development IR should contain two elements: (1) the name of the overarching institution concerned and (2) the change taking place. IRs Institutions are defined as the "rules of the game" and the measures for enforcing those rules. In other words, for our purposes, institutions refer to the broad political and economic context within which development processes take place. These include policies, laws, regulations, and judicial practices. They also refer to less tangible practices like corruption, presence or lack of transparency and accountability. The rules and norms we are concerned with are political and economic, not social. Not every IR about policy is to be called institutional development. If the IR is about adopting/implementing a specific policy, it is not institutional development-- it falls under the goal area for the sector it addresses. Include only IRs about changing the

Guideline for Identifying Organizational Capacity Development IRs. The IR should have these elements: (1) It must name or allude to a specific organization or type of organization (an organization is a group of individuals bound by some common purpose to achieve objectives) and (2) it has to how or what action is being done to develop the organization.

