

# **Procedures for decentralized programming, budgeting and work planning: Lessons from Kenyan mistakes**

## **Abstract:**

In 1980 Kenya's Ministry of Agriculture instituted a new Management Manual, designed to improve the quality of district participation in programme identification, budgeting and implementation. Despite the fact that the Manual drew on modern programme budgeting techniques and was based on several years' experience with the management of Kenya's multi-district Integrated Agricultural Development Project, the new procedures have not taken hold. This experience is analysed in order to suggest lessons for the reform of management procedures elsewhere in the developing world.