

Kenya Vision 2030



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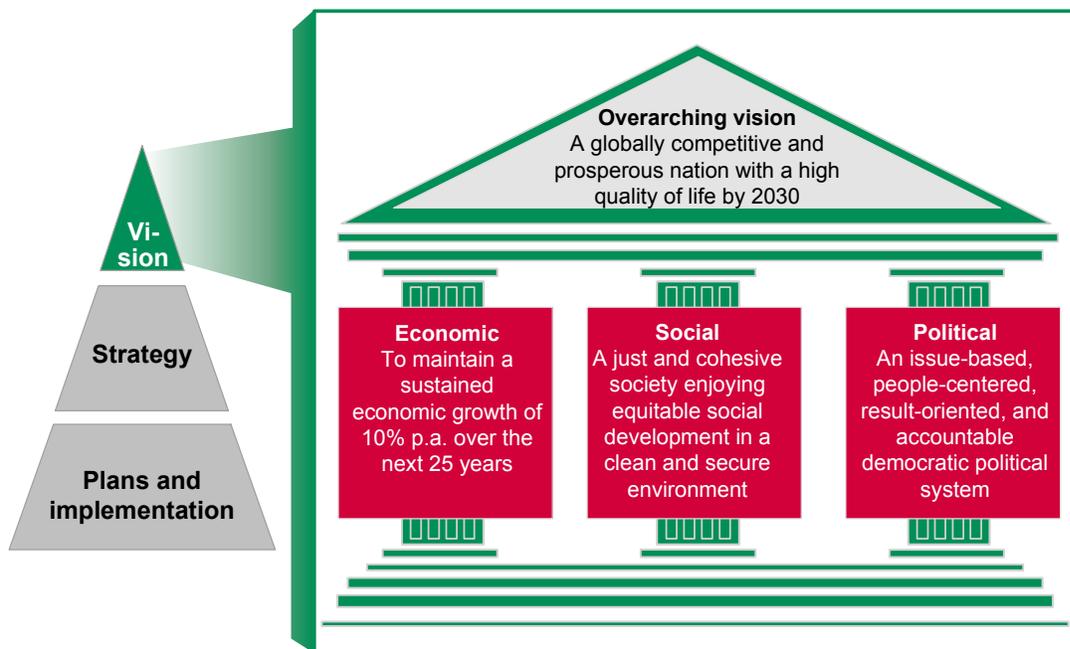
This publication is a summary of Kenya's new long-term national planning strategy, officially known as Kenya Vision 2030. The publication briefly states the main goals of the Economic, Social and Political pillars that underpin the Vision 2030. It also provides a run-down of major, (or flagship) projects to be embarked upon in the Medium Term period of the Vision, i.e from 2008-2012. The final version of Vision 2030 will be completed after this and other consultations.

THE CONTEXT OF *KENYA VISION 2030*

Kenya Vision 2030 is the new country's development blueprint covering the period 2008 to 2030. It aims at making Kenya a newly industrializing, "middle income country providing high quality life for all its citizens by the year 2030". The *Vision* has been developed through an all-inclusive stakeholder consultative process, involving Kenyans from all parts of the country. The vision is based on three "pillars" namely; the economic pillar, the social pillar and the political pillar. This vision's programme plan comes after the successful implementation of the Economic Recovery Strategy for Wealth and Employment Creation (ERS) which has seen the country's economy back on the path to rapid growth since 2002, when GDP grew at 0.6% rising to 6.1% in 2006. The relationships between the pillars can be seen in Exhibit One below.

The economic pillar aims at providing prosperity of all Kenyans through an economic development programme aimed at achieving an average Gross Domestic Product (GDP) growth rate of 10 % per annum the next 25 years. The social pillar seeks to build "a just and cohesive society with social equity in a clean and secure environment". The political pillar aims at realising a democratic political system founded on issue-based politics that respects the rule of law, and protects the rights and freedoms of every individual in the Kenyan society.

The *Kenya Vision 2030* is to be implemented in successive five-year Medium Term plans with the first such plan covering the period 2008 – 2012. For that reason the reader will find frequent references to projects and programmes scheduled for implementation between 2008 and 2012. Currently, a detailed 5-year development plan (2008-2012) is being prepared under the coordination of the Ministry of Planning and National Development. After 2010 another five-year plan will be produced covering the period 2012 to 2017, and so on till 2030.



Source: NESC Vision workshop, January 13-14 2006, Naivasha, Kenya

Exhibit 1: *Thematic overview of the Kenya Vision 2030*

THE VISION DEVELOPMENT PROCESS

The *Vision 2030* development process was launched by H.E. President Mwai Kibaki on October 30th 2006. At the time, he directed that the Vision strategy be accompanied with realistic and concrete action plans to take place after ERS expires. He also advocated a consultative approach in its development involving as many ordinary Kenyans and stakeholders as possible. Consequently, this was done through workshops with stakeholders from all levels of the public service, private sector, civil society, media and non-governmental Organisations (NGOs). A number of provincial consultative forums were also held. The objective of the consultations was to provide in-depth understanding of the country's development problems and the necessary strategies to achieve the 2030 results, by the people involved in the implementation of Vision 2030.

To synthesize the findings, core team comprising of experienced technical officers drawn from government, research institutions, and private sector under the guidance of National Vision Steering Committee visited various firms, investors, farmers, and formal and informal business people in all the major sectors of our country. Information from the nine provincial forums during which *wananchi* made direct contributions to the development of the Vision, were also included. Further, the team held out-of-country consultations with Kenyans overseas who have shown great interest in helping Kenya develop into a rapidly – industrializing nation.

The experts used all this and other information to identify sectors with the most promising potential in driving Kenya's economic growth till 2030. The approach involved an assessment of two critical components: (i) the potential of the different sectors for economic impact; and (ii) the feasibility of unlocking that potential for the benefits of economic growth, employment and poverty - reduction. The team also looked at social and political reforms necessary to ensure that these economic goals could be realised.

The overall assessment of the potential for economic impact was informed by the sectors' current size and their future growth prospects. Other factors were also considered particularly the potential to increase Kenya's competitiveness globally, to promote efficiency growth, and attract more investment locally and internationally. This analysis was based on a sound understanding of the impact each sector would make on the economy and other additional factors necessary to increase the level of resources available nationally.

A similar process and methodology was followed in identifying projects and priorities in the social and political pillars. Detailed analysis was carried out under a consultative process in order to come up with strategies capable of resolving the social and political problems that face Kenyans today. To arrive at workable solutions, Kenya's experts learnt as much as they would from countries that have achieved rapid growth and also improved the lives of their

people greatly in a span of 20-30 years, with particular reference to the South East Asian “newly industrializing countries”. The standards achieved by those countries are ones Kenya should aim for, bearing in mind her own history and culture. The team made extensive use of information available from the Government, Kenya’s private sector, civil society and universities.

THE ECONOMIC VISION AND STRATEGY

Under Vision 2030, Kenya aims to increase annual GDP growth rates to 10% and to maintain that average till 2030. This is an ambitious goal and the Government is aware of that. But it has the confidence that Kenyans will rise to the challenge as they have done often before. Kenya in fact will be only the 5th country in the world to achieve such a high level of sustained economic growth. Considering that the current economic growth of 6.1 % has come primarily through rapid utilization of existing capacity rather than efficiency gains or much new investments, achieving the 10% growth will require a dedicated campaign to alleviate existing constraints to future growth, and in particular to use our resources more efficiently. To achieve that ambition, Kenya must continue with the tradition of macro-economic stability that has been established since 2002. It must also address other key constraints notably a low savings ratio out of national income. Delivering the country’s ambitious growth aspirations will require a rise of national savings from about gaining from the current 17% in 2006 to about 30% in 2012. It will also be necessary to deal with a significant informal economy employing 75% of the country’s workers. Formalizing productivity and distribution will increase jobs, incomes and public revenues. Others critical problems include poor infrastructure and high energy costs. The six key sectors described below have been given priority in acting as key growth drivers in the journey to 2030.

1. TOURISM

Tourism will be a leading sector in achieving the goals of the Vision. Kenya aims to be among the 10 long haul tourist destination in the world offering a high-end, diverse, and distinctive visitor experience that few of her competitors can offer. There are three specific goals for 2012, including:

- To quadruple tourism's GDP contribution to over KSh 80 billion;
- To raise international visitors from 1.8 million in 2006 to 3 million in 2012, while raising average spent per visitor from the present Kshs. 40,000 to at least KSh 70,000;
- To increase hotel beds from 40,000 to about 65,000, combined with an emphasis on a high quality service.

The specific strategies for realising the goals will involve an aggressive strategy to develop Kenya's coast (north and south) by developing resort cities in two key locations; achieving higher tourist revenue yield by increasing the country's premium safari parks and extending facilities in other under-utilised parks; creating new high value niche products (e.g., cultural, eco-, and water-based tourism); revamping business-visitor offering by attracting high-end international hotel chains; and by investing in new conference facilities.

Flagship Projects for Tourism

The Flagship projects for 2012 will involve the following:

- The three resort cities. These includes two new resorts cities at the coast (one in north and the other at south coast). The third one will be located in Isiolo.
- Better marketing of little-visited parks will be done.
- This will bring more tourists to game parks that have not been receiving many visitors, located in all parts of the country

- The premium parks initiative: This will provide more expensive tourists experience in such popular destination as Maasai Mara and Nakuru.
- The under-utilised parks initiative – this aims at upgrading the standards of attractive but seldom visited parks e.g. Ruma and Marsabit ;
- The niche products initiative: - This will provide 3,000 beds high-cost accommodation for tourists interested in cultural and eco-tourism, as well as water-based sports and related activities. It will initially target four key sites in the Western Kenya;
- The certification of 1,000 home-stay sites to promote cultural tourism in Kenyan homes.
- The business visitors' initiative: This will attract five additional international hotels to Nairobi, Mombasa and Kisumu, and also leverage Isiolo as new high-end destination.

2. INCREASING VALUE IN AGRICULTURE

Kenya will raise incomes in agriculture, livestock and fisheries by processing and thereby adding value to her products before they reach the market. She will do so in a manner that enables producers to compete with the best in other parts of the world. This will be done through an innovative, commercially oriented and modern agriculture, livestock and fisheries sector. These interventions are expected to generate an additional Ksh.80-90 billion increase in GDP, mainly through better yields in key crops, increased smallholder specialisation (2-3 crops per plot), utilising a million hectares of currently idle land, and new cultivation of up to 1.2 million hectares of newly-opened lands. Specific strategies will involve the following: (i) transforming key institutions in agriculture and livestock to promote household and private sector agricultural growth; (ii) increased productivity of crops and livestock. Kenya will also introduce new land use policies through better utilisation of high and medium potential lands, prepare new lands for cultivation by

strategically developing more irrigable areas in arid and semi-arid lands for both crops and livestock; and by improving market access to small holders through better marketing.

Flagship Projects for the Agricultural and Livestock Sector will be as follows:

- Preparation and passage of consolidated agricultural policy reform legislation;
- Development and commencement of the implementation of a 3-tiered fertilizer cost reduction programme.
- By improving the value gained in the production and supply chain through branding Kenyan farm products.
- The planning and implementation of 4-5 Disease Free Zones and livestock processing facilities to enable Kenyan meat, hides and skins to meet international marketing standards. There will be more domestic processing of these products for regional and international markets.
- The creation of a publicly accessible land registries, under an improved governance framework.
- Development of an Agriculture Land Use Master Plan.
- Tana River Basin Agricultural Development Scheme.

4. A BETTER AND MORE INCLUSIVE WHOLESALE AND RETAIL TRADE SECTOR

The 2030 vision for wholesale and retail trade is to move towards greater efficiency in the country's marketing system. It will raise the market share of products sold through formal channels (e.g. supermarkets) from the current 5% to 30% by 2012. This will also contribute an additional Ksh. 50 billion to the GDP. The plan is to attract at least three new retailers with more than 10 stores each into the Kenyan market. At producer level, the plan aims at

building “Producer Business Groups” (PBGs) which will in turn feed large wholesale hubs principally in the rural areas. These hubs will be “Tier 1” retail markets which will provide the primary producer with better value than at present when markets are heavily fragmented.

Flagship Projects for Wholesale and Retail

The flagship projects for 2012 are:

- Creation of at least 10 wholesale hubs and 1,000 – 1,500 PBGs (starting with a pilot project in Maragua, Central Province to be extended to other regions.)
- Building of at least 10 'Tier 1' retail markets (starting with a pilot project in Athi River);
- The building of one free trade port in Mombasa in order to “bring Dubai to Kenya”. This port will serve eastern and central Africa.

4. MANUFACTURING FOR THE REGIONAL MARKET

Kenya aims to become the provider of choice for basic manufactured goods in eastern and central Africa. This will be done through improved competitiveness in manufacturing in order to promote efficiencies, to be done in partnership with the Government. The goal for 2012 is to generate an additional Ksh 30 billion rise in GDP through reduction in imports (without resorting to restrictions) in key local industries; raising market share in the regional market from 7 % to 15%; and, attracting at least 10 large strategic investors in key agro-processing industries.

Specific strategies will involve: restructuring key local industries that use local raw materials but that have no competitive edge (for instance in sugar and paper manufacturing); exploiting opportunities in adding value to imports and to capture the “last step” of value addition (e.g. in metals and plastics).

Kenya will also aim at strategically increasing the level of value addition in niche exports by additional processing of local agricultural products.

Flagship Projects for Manufacturing/ flagship projects for 2012 are:

- The development of the concept, piloting, and establishment of at least 2 Special Economic Clusters (that is, related industries located together).
- The development of the concept, piloting and creation of at least 5 Small and Medium Enterprise (SME) Industrial Parks.

5. BUSINESS PROCESS OFF SHORING (BPO)

This is a new but promising sector to Kenya and especially to its young people. It involves providing business services via the internet to companies and organizations in the developed world, e.g. Britain, USA, Canada, etc. The 2030 vision for business process outsourcing is for Kenya *to quickly become one of the top three BPO destinations in Africa*. The goal for 2012 is to create at least 7,500 direct BPO jobs with an additional GDP contribution of Ksh 10 billion. This will be done by attracting at least 5 major leading IT suppliers, and at least 10 large multi-national corporation companies and global BPO players to Kenya. This will create an estimated additional 5,000 jobs. At least 5 large local players will be identified to become local champions through stand-alone operations or joint ventures. Kenya will therefore attract top international IT suppliers to create confidence in more investments thereby attracting leading MNC and foreign companies with top BPO brands.

The Flagship BPO Project

The flagship BPO project for 2012 is to design and establish one major BPO park in Nairobi (in Athi River) that will have world class infrastructure developed by top international IT suppliers. Kenya will offer competitive incentive packages for companies to locate in the park, provide a-one-stop

shop for administration and talent and serve as a 'showcase' park to attract more top foreign IT companies

6. FINANCIAL SERVICES

The 2030 vision for financial services is to have *a vibrant and globally competitive financial sector driving high-levels of savings and financing Kenya's investment needs*. As part of its macro-economic goals, savings and investment rates will rise from 17% to 30% of GDP. This will be achieved through measures that include increasing of bank deposits from 44% to 80% of GDP and reducing the cost of borrowed capital, i.e. interest rates. The country will also decrease the share of population without access to finance from 85% to below 70% at present, and increase stock market capitalization from 50% to 90% of GDP. Saving of up to 10% of GDP for investment will be raised from remittances and FDI and sovereign bonds. Reforms in the banking sector will be undertaken to facilitate the transformation of the large number of small banks in Kenya to larger, stronger banks. Credit referencing will be introduced. Kenya will also streamline informal finance and Savings and Credit Co-operative Organisations, as well as micro-finance institutions. Financial markets will be deepened by raising institutional capital through pension fund reforms and expanding bond and equity markets, as well as tapping international sources of capital.

The flagship projects for 2012 are:

- Facilitate the transformation of the banking sector to bring in fewer stronger, larger scale banks;
- Develop and execute a comprehensive model for pension reform;
- Pursue a comprehensive remittances strategy; and
- Formulate policy for the issuing of benchmark sovereign bonds.

THE SOCIAL STRATEGY

Kenya's journey towards prosperity also involves the building of a just and cohesive society, enjoying equitable social development in a clean and secure environment. This quest is the basis of transformation in eight key social sectors; Education and Training; Health; Water and Sanitation; the Environment; Housing and Urbanisation; as well as in Gender, Youth Sports and Culture, equity and poverty reduction. It also makes special provisions for Kenyans with various disabilities and previously marginalized communities. These policies (and those in the economic pillar) will be founded on all-round adoption of science, technology and innovation (STI) as an implementation tool.

1. EDUCATION AND TRAINING

Under education and training Kenya will provide a *globally competitive quality education, training and research for development*. The overall goal for 2012 is to reduce illiteracy by increasing access to education, improving the transition rate from primary to secondary schools, and raising the quality and relevance of education. Other goals include the integration of all special needs education into learning and training institutions, achieving a 80% adult literacy rate, increasing the net enrolment rate to 95%, increase the transition rates to technical institutions and universities from 3% to 8%. Kenya aims at expanding access to university education from 4.6% to 20%, with an emphasis on science and technology courses.

The specific strategies will involve: (i) integrating early childhood into primary education; (ii) reforming secondary curricula; (iii) modernizing teacher training; and (iv) strengthening partnerships with the private sector. Kenya will also develop key programs for learners with special needs, rejuvenate ongoing adult training programmes, and revise the curriculum for university and technical institutes. In partnership with the private sector, the

Government will also increase funding to enable all these institutions to support activities envisaged under the economic pillar.

Flagship Projects for Education and Training

The Flagship Education and training projects for 2012 are:

- To build and fully equip 560 new secondary schools to accommodate the increasing number of students graduating from primary schools;
- To establish a teachers' recruitment program to employ 28,000 more teachers for improving quality and ensure that all schools have adequate teachers;
- To establish a computer supply program that will equip students with modern IT skills;
- To build at least one boarding primary school in each constituency in the pastoral districts to ensure that learning is not disrupted as people move from one place to the other;
- Roll out the voucher system program in 5 poor districts; and
- Create "*Centres of Specialization*" for each of Vision 2030's economic growth sectors

2. THE HEALTH SECTOR

To improve the overall livelihoods of Kenyans, the country aims to provide an *efficient and high quality health care system with the best standards*. This will reduce health inequalities and improve key areas where Kenya is lagging, especially in lowering infant and maternal mortality. Specific strategies will involve: provision of a robust health infrastructure network; improving the quality of health service delivery to the highest standards and promotion of partnerships with the private sector. In addition the Government will provide access to those excluded from health care by financial reasons.

The Health sector's flagship projects for 2012 are to:

- Revitalise Community Health Centres to promote preventive health care (as opposed to curative intervention) and by promoting health of individual lifestyles;
- Delink the Ministry of Health from service delivery in order to improve management of the country's health institutions (primarily by encouraging independent operations at district, provincial and national hospitals);
- Create a National Health Insurance Scheme in order to promote equity in Kenya's health care financing;
- Channel funds directly to hospitals and Community Health Centres (as opposed to district headquarters), and;
- Scale up the output-based approach system to enable disadvantaged groups (e.g. the poor, orphans) to access health care from preferred institutions.

3. WATER AND SANITATION

Kenya is a water scarce country. The country therefore aims to conserve water sources and start new ways of harvesting and using rain and underground water. The 2030 vision for Water and Sanitation is to ensure that improved water and sanitation are available and accessible to all. The goal for 2012 is to increase both access to safe water and sanitation in both rural and urban areas beyond present levels. To promote agricultural productivity the area under irrigation and drainage will increase from 140,000 to 300,000 hectares. Specific strategies will be introduced to raise the standards of the country's overall water resource management, storage and harvesting capability.

Flagship Projects for Water and Sanitation

The Flagship projects under Water and Sanitation for 2012 are to:

- Rehabilitate the hydro-metrological network and to rehabilitate 600 stations;
- Construct 2 multi-purpose dams with storage capacity of 2.4 billion m³ along rivers Nzoia and Nyando;
- Construct 22 medium-sized multi-purpose dams with a total capacity of 2 billion m³ to supply water for domestic, livestock and irrigation use in the ASAL areas;
- Construct a 54 km canal from Tana River to Garissa (Rahole canal);
- Rehabilitate and expand the Mzima pipeline which will supply water in all the coastal towns in support of tourism;
- Rehabilitate and expand urban water supply and sanitation in the key satellite towns identified under the economic pillar.
- Construct the Tana Delta Project and;
- Rehabilitate and expand the major irrigation schemes (Bura, Hola, Kano Plains, Nzoia, Perkera, Kerio Valley, Mwea, Taita Taveta, Ewaso Nyiro North and Ngurumani)

4. THE ENVIRONMENT

Kenya aims to be a *nation living in a clean, secure and sustainable environment by 2030*. The goals for 2012 are: (i) to increase forest cover from less than 3% at present to 4%; and (ii) to lessen by half all environment-related diseases. Specific strategies will involve: promoting environmental conservation for better support to the economic pillar flagship projects and for the purposes of achieving the Millennium Development Goals (MDGs); improving pollution and waste management through the design and

application of economic incentives; and the commissioning of public-private partnerships (PPPs) for improved efficiency in water and sanitation delivery. Kenya will also enhance disaster preparedness in all disaster-prone areas and improve the capacity for adaptation to global climatic change. In addition the country will also harmonize environment-related laws for better environmental planning and governance.

Flagship Projects for the Environment

The Flagship environment projects for 2012 are:

- *The Water Catchment Management Initiative* – rehabilitating the 5 water towers (i.e. Mau Escarpment, Mt. Kenya, Aberdares Range, Cherangany Hills and Mt. Elgon);
- *The Wildlife Corridors and Migratory Routes Initiative* – reclaiming all wildlife corridors and migratory routes;
- *The Solid Waste Management System Initiative* – relocation of the Dandora dump site and development of solid waste management systems in 5 municipalities and in the economic zones;
- *The Plastic Bags Initiative* – tightening the regulations to limit production and usage of environmentally-detrimental plastic bags, and;
- *The Land Cover and Land Use Mapping Initiative* – comprehensively mapping all land use patterns in Kenya.

5. HOUSING AND URBANISATION

The 2030 vision for housing and urbanization is *an adequately and decently housed nation in sustainable all inclusive environment*. The goal for 2012 is to increase the annual production of housing units from the current 35,000 annually to over 200,000. Kenya's cities and towns are poorly planned. There is an acute need therefore for an effective capacity for regional and urban development planning. In addition, there will be better development of

and access to affordable and adequate housing; enhanced access to adequate finance for developers and buyers, and pursue targeted key reforms to unlock the potential of the housing sector.

Flagship Projects for Housing and Urbanisation

The Flagship Housing and Urbanisation projects for 2012 are as follows:

- *The Metropolitan and Investment Plans Initiative* – prepare metropolitan and investment plans for 6 regions (Nairobi, Mombasa, Kisumu-Kakamega; Nakuru-Eldoret, Wajir, Garissa, Mandera, Kitui, Mwingi, Meru) as well as strategic development and investment plans for special and border towns and for all other municipal councils;
- *The Housing Development Initiative*;
- *The Mortgage Financing Initiative* – establishing a secondary mortgage finance corporation as well as a national housing fund while also introducing housing and infrastructure bonds, and;
- *Enact the Housing Bill, 2006*

6. GENDER, YOUTH AND VULNERABLE GROUPS

The 2030 vision for gender, youth and vulnerable groups is a gender equity, *improved livelihoods for vulnerable groups, and a responsible, globally competitive and prosperous youth*. The goal for 2012 is to increase opportunities all-round among women, youth and all disadvantaged groups. Specific strategies will involve: increasing the participation of women in all economic, social and political decision-making processes (e.g. through higher representation in Parliament); improving access of all disadvantaged groups (e.g. business opportunities, health and education services, housing and justice); and, minimizing vulnerabilities through prohibition of retrogressive practices (e.g., female genital mutilation, child labour) and by up scaling training for people with disabilities and special needs.

Flagship projects for Gender, Youth and Vulnerable groups

The Flagship projects for 2012 are to:

- Increase the Women Enterprise Fund from Kshs. 1 billion to Kshs. 2 billion;
- Establish a consolidated social protection fund;
- Rehabilitate or build at least one youth empowerment centre in each constituency;
- Establish a sport's lottery fund and an international academy of sports;
- Build national cultural centre to the highest standards to support the performing arts;
- Sustain and increase the youth enterprise fund from Kshs. 1 to Kshs. 2 billion.

7. EQUITY AND POVERTY ELIMINATION

The 2030 goal for Equity and poverty elimination is to reduce the number of people living in poverty to a tiny proportion of the total population. Kenya will aim at a society that guarantees equality of opportunity in accessing public services and providing income generating activities as widely as possible. That will be achieved by placing the citizens at a level of income sufficient to cater for basic requirements of a healthy, productive life. Some correctional measures will be introduced in order to extend such opportunities to regions and communities where they do not exist currently. Foremost amongst the measures will be an increase in the volumes of specific “devolved funds” allocated to local communities. Another initiative aims to expand access across different social and political dimensions, including increasing school enrolment for girls and children from poor, rural and slum communities; widening coverage of ‘essential healthcare’; equitable distribution of water, sewerage and sanitation services; improvements in public transport and

attaining gender parity and fairness in delivery of justice. Reducing social inequalities in short, cuts across all the economic and social initiatives proposed by Vision 2030.

8. SCIENCE, TECHNOLOGY AND INNOVATION (STI)

Vision 2030 will be based on the creation of international competitiveness through more efficient productivity at the firm and household level, with government support. However, all the strategies and flagship projects will exploit knowledge in science, technology and innovation (STI) in order to function more efficiently, improve social welfare, and also promote democratic governance. STI can and will be applied in all the lead sectors. The education and training curricula in the country will, therefore, be modified to ensure that the creation, adoption, adaptation and usage of knowledge becomes part of formal instruction. A new incentive structure will be developed to support the use of STI in specialised research centres, universities as well as in business firms and in agriculture.

THE POLITICAL STRATEGY AND VISION

The political pillar envisions a country with a democratic system reflecting the aspirations and expectations of its people. Kenya will be a state in which equality is entrenched, irrespective of one's race, ethnicity, religion, gender or socio-economic status; a nation that not only respects but also harnesses the diversity of its peoples' values, traditions and aspirations for the benefit of all.

The political pillar vision for 2030 is *'a democratic political system that is issue-based, people-centered, result-oriented and accountable to the public'*. An issue-based system is one that meets the widest public interest. 'People-centered' refers to responsiveness to the needs and rights of citizens, whose participation in all public policies and resource allocation processes is both fully appreciated and enabled. A result-oriented system is stable, predictable and based on measurable outcomes (include performance). An accountable

system is open, transparent and permits the free flow of information, and in which the leaders are accountable to citizens. Such a vision will guarantee Kenya's attainment of specific goals, strategies and flagship projects outlined under Vision 2030's economic and social pillars.

To meet objectives outlined in the economic and social pillars, Kenya's national governance system will be reformed to acquire high-level capability consistent with a rapidly industrializing country. The most important of the reforms is prioritisation for enactment of all legislation and administrative reforms suggested in the Vision 2030. Kenya will adopt a democratic decentralization process with substantial devolution in policy-making, public resource management and revenue sharing through selected devolved funds.

Guiding principles

In order to ensure that economic, social and political governance gains made under the Vision are neither reversed nor lost as a result of regime changes over the different horizons, the following nine governance principles shall be adhered to:

1. *Constitutional supremacy*: Supremacy of the Constitution shall be secured through a 'supremacy clause' asserting that the Constitution is binding on all the people and all the organs of the state and at all levels. The Constitution shall address the relationship among various organs of state especially with regard to checks and balances.
2. *Sovereignty of the people*: This shall be guaranteed by an acknowledgement that government derives its power from the people.
3. *Equality of citizens*: Kenya shall be a nation that treats its women and men equally.

4. *National values, goals and ideology:* In the pursuit of economic, social and political aspirations, Kenyans shall formulate and adopt a core set of national values, goals and political ideology. These will include acknowledgement of the significance of God to the Kenyan people, an affirmation of the religious, cultural and ethnic diversity of Kenyans. It will also affirm the indivisibility of Kenya as a nation, commitment to democracy and the rule of law.
5. *The Bill of Rights:* Under Vision 2030, a Bill of Rights will be secured and guaranteed. This Bill will cover civil and political rights; economic, social and, cultural rights; and, the rights and needs of women and children, persons with disabilities, the elderly and refugees. Besides protecting the right to just administrative action, the Bill shall guarantee the rights of consumers to appropriate quality of goods and services from whatever source, fair advertising.
6. *A viable political party system:* Kenya aims at a strong and viable political party system that will be guided by policy and ideological orientation. Under Vision 2030, founding of political parties purely on religious, linguistic, racial, ethnic, gender, corporatist or regional basis will be prohibited. All political parties will be obliged to subscribe to a legally binding Code of Conduct. There will be a clear definition of circumstances under which a party may be de-registered or reinstated. The delegation of state functions to (or the use of state resources by) political parties will not be permitted. Political parties will be required to publish their manifestos before participating in elections.
7. *Public participation in governance:* In order to ensure public participation in the governance process, the democratic system to be created under Vision 2030 shall affirm the supremacy of the people and their institutions, values, traditions and practices. The system shall provide that *wananchi* have the right to participate – directly or indirectly through representatives

chosen in free and fair elections – in government affairs. It shall make it the duty of public authorities to promote individual and community participation in activities of society and to influence decision-making affecting them. Appropriate mechanisms to ensure accountability of government at all levels shall be provided. Kenyans will reserve the right to individually or jointly petition or address complaints to public institutions and authorities including Parliament and to insist that these be acted on

8. *Separation of powers:* Implementation of Vision 2030 shall hinge upon enhancement of the capacity of the three arms of government (Legislature, the Executive and the Judiciary) to discharge their Constitutional mandates in an efficient and expeditious manner – and to the satisfaction of the public
9. *Decentralization:* Vision 2030 envisages a democratic decentralization of decision-making and resources. This will call for a devolved structure reflective of national and local structures.

Political pillar strategies

Transformation within Kenya's political governance system under Vision 2030 will take place across six strategic thrusts, whose overarching visions, goals for 2012 and specific strategies are outlined below:

1. RULE OF LAW

The 2030 vision is '*adherence to the rule of law applicable to a modern, market-based economy in a human rights-respecting state*'. The goal for 2012 is to enact and operationalise the policy, legal and institutional framework vital for promoting and sustaining fair, affordable and equitable access to justice. Specific strategies will involve:

- Aligning the national policy and legal framework with the needs of a market-based economy and national human rights and gender equity commitments;
- Increasing service availability and access (or reducing barriers) to justice;
- Streamlining the functional organisation (including professionalisation) of legal and judicial institutions to enhance inter-agency cooperation; and
- Inculcating a culture of compliance with laws and decent human behaviour

2. ELECTORAL AND POLITICAL PROCESSES

The 2030 vision is '*genuinely competitive and issue-based politics*'. The goal for 2012 is to enact and operationalise necessary policy, legal and institutional framework to support issue-based political processes. Specific strategies will involve:

- Introducing laws and regulations covering political parties;
- Enhancing the legal and regulatory framework covering the electoral process;
- Conducting civic education programmes to widen knowledge and participation among citizens, leading to an informed and active citizenry;
- Strengthening laws on non-discrimination to promote inclusion of women and disadvantaged groups in electoral and political processes; and
- Enriching the quality of Parliamentary debate by increasing access by MPs to policy-relevant information including documents

3. DEMOCRACY AND PUBLIC SERVICE DELIVERY

The 2030 vision is '*a people-centred and politically-engaged open society*'. The goal for 2012 is to enact and operationalise necessary policy, legal and

institutional framework to enhance democratic participation. Specific strategies will involve:

- Pursuing constitutional and legal reforms necessary to devolve power and support local governance;
- Encouraging formal and informal civic education and action programs; and
- Promoting open engagement between government and civil society, as well as the free flow of information (e.g. through better and continuous engagement with the media).

4. TRANSPARENCY AND ACCOUNTABILITY

The 2030 vision is 'transparent, accountable, ethical and results-oriented government institutions'. The goal for 2012 is to enact and operationalise necessary policy, legal and institutional framework needed to strengthen public transparency and accountability. Specific strategies will involve:

- Strengthening the legal framework for ethics and integrity;
- Promoting results-based management within the public service;
- Encouraging public access to information and data;
- Introducing civilian oversight around the key legal, justice and security institutions; and
- Strengthening Parliament's legislative oversight capacity.

5. PUBLIC ADMINISTRATION AND SERVICE DELIVERY

The 2030 vision is '*policy-driven and service-focused government institutions*'. The goal for 2012 is to enact and operationalise necessary

policy, legal and institutional framework needed to strengthen public administration and service delivery. Specific strategies will involve:

- Strengthening rules and processes around the policy cycle;
- Deepening use of citizen and service charters as accountability tools;
- Strengthening economic governance for better macroeconomic management; and
- Inculcating a performance culture in the public service.

6. SECURITY, PEACE-BUILDING AND CONFLICT MANAGEMENT

The 2030 vision is '*security of all persons and property throughout the Republic*'. The goal for 2012 is to enact and operationalise necessary policy, legal and institutional framework around security, peace building and conflict management. Specific strategies will involve:

- Promoting public-private cooperation and civilian / community involvement for improved safety and security;
- Deepening policy, legal and institutional reform for improved enforcement of law and order;
- Promoting processes for national and inter-community dialogue in order to build harmony among ethnic, racial and other interest groups;
- Promoting peace building and reconciliation to improve conflict management and ensure sustained peace within the country; and
- Inculcating a culture of respect of sanctity of human life that restrains from the use of violence as an instrument of resolving personal and community disputes. This should start with the family, schools, the church and all public institutions

Political pillar flagship projects

The Flagship projects for 2012 are:

- Constitutional initiative – completion of the national Constitution together with its enabling legislation;
- Judicial and legal reforms initiative – this will involve reforms pertaining to the rule of law and introduction of a Bill of Rights, as well as reforming government institutions especially those involving public participation in governance, and those connected to transparency and accountability of the public sector;
- Security and policing reform initiative;
- Building a non-partisan professional research centre to enrich Parliamentary law-making; and
- Begin a national programme on attitudinal and value change to inculcate a culture of voluntary compliance with the efficiency norms required by Vision 2030.

IMPLEMENTING VISION 2030

Strategies to deliver the 10% annual growth by 2012 will be executed through concrete flagship projects across the priority sectors in all the three pillars of the Vision. The projects are original large-scale initiatives that look beyond their immediate locality and are capable of impacting on the entire nation.

Vision 2030 is a long-term process that requires dedication and focus beyond the initial five-year period. During the life of the Vision, strategies and action plans will be systematically reviewed and adjusted every 5 years in order to effectively respond to the changing global, regional and local environment. Thus, *Vision 2030* will be delivered over many different horizons, each with defined goals and flagship projects. Considering that the *Economic Recovery*

Strategy (ERS) expires at the end of December 2007. The first *Vision 2030* horizon will focus on transforming Kenya's current level of economic, social and political development between January 2008 and December 2012 as a 'first step' towards achieving the Vision.

To deliver on this ambitious process of national transformation will require a fundamental shift from *business as usual* to *business unusual* (from multiple and often uncoordinated levels of decision making to centralised implementation process); a new management philosophy (from a limited sense of urgency to relentless follow up); legislation (from slow, reactive to fast, proactive legislating); special budgeting (from low and dispersed to high and 'ring-fenced' investments) as well as management of top talent (from shortage of skills to a war for talent). To this end, a Semi Autonomous Government Agency (SAGA) with the requisite capacity is being established to oversee the implementation of all *Vision 2030* projects. In doing so, the agency will work in close collaboration with government ministries and departments as well as the private sector, civil society and other relevant stakeholder groups.

The Vision Delivery Commission

In order to successfully realize *Vision 2030* and to particularly ensure the timely implementation of the flagship projects, the Government of Kenya intends to create a *Vision Delivery Commission* (VDC) to be housed in the Office of the President. The Commission will be managed by a Director-General of the Vision 2030 Office, under the overall guidance of the *Vision 2030 Delivery Board*, which shall play a policy-making and advisory role. The VDC shall be organized into eight departments. The Departments will correspond to the main project clusters or sectors of the Vision covering the three pillars.

Among other things, the VDC shall provide strategic leadership and direction in the realization of Vision 2030 goals, and closely collaborate with line ministries in developing the Five-year Medium Term plans for the realization of the Vision. The VDC will also have clear Institutional linkages with other existing institutions, structures and organizations both in the Public as well as the Private Sector.

(VDC Organogram)

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