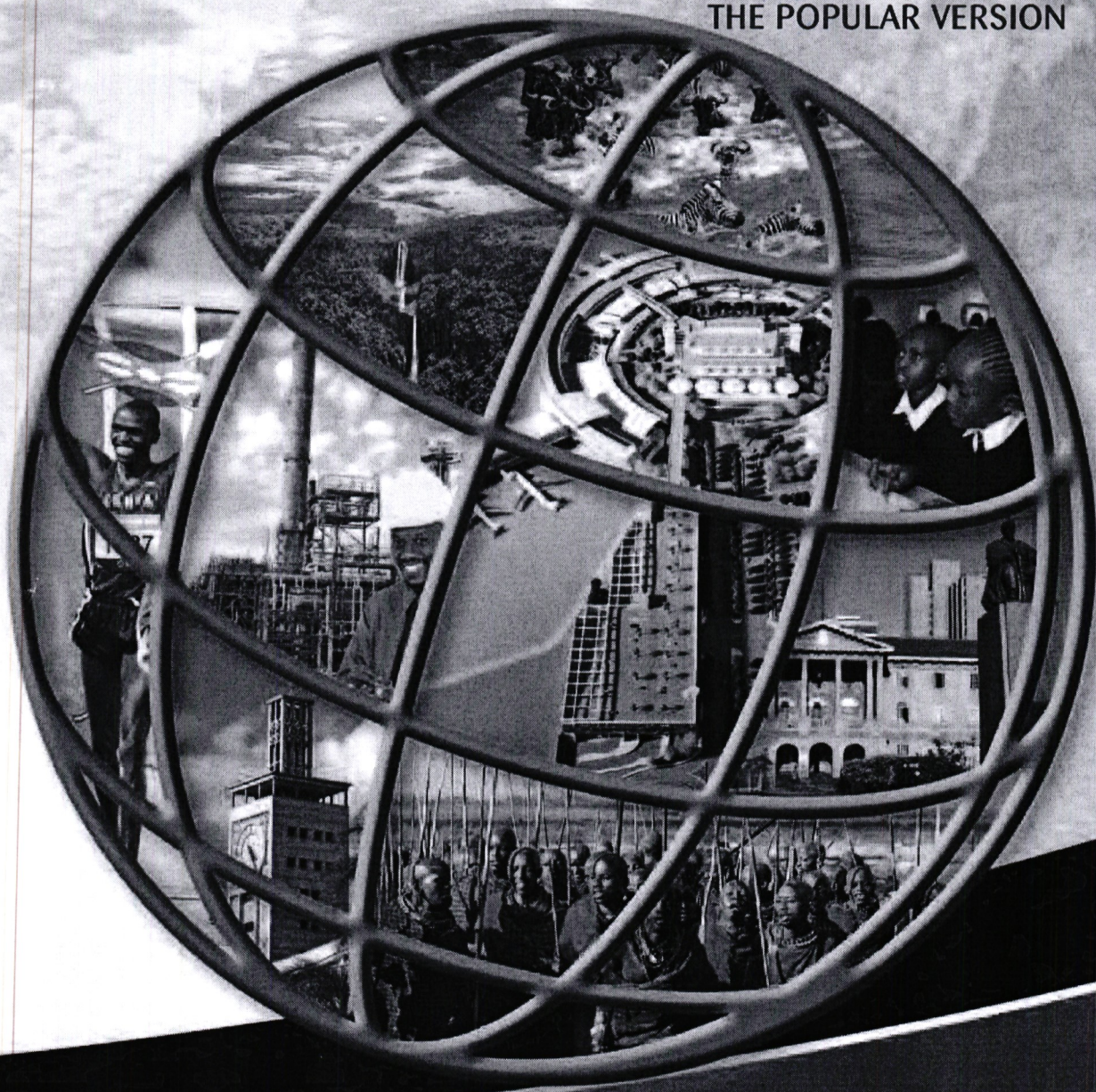


KENYA

VISION 2030

THE POPULAR VERSION

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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 *Vision 2030*. It also summarises the major (or flagship) projects to be embarked upon in the medium-term period of the Vision i.e. from 2008-2012.

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THE CONTEXT OF KENYA VISION 2030

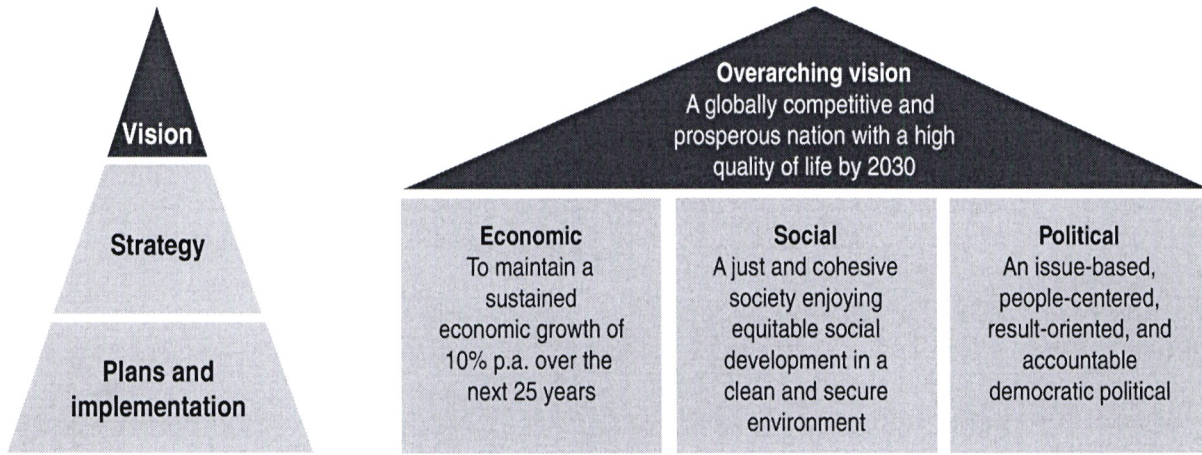
Kenya Vision 2030 is the country's new development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrialising, "middle-income country providing a high quality life to all its citizens by the year 2030". The Vision has been developed through an all-inclusive and participatory stakeholder consultative process, involving Kenyans from all parts of the country. It has also benefited from suggestions by some of the leading local and international experts on how the newly industrialising countries around the world have made the leap from poverty to widely-shared prosperity and equity. The Vision is based on three "pillars": the economic, the social and the political. The adoption of the Vision by Kenya 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 from a low of 0.6% and rising gradually to 6.1% in 2006. The relationships between the pillars can be seen in Table 1, which was recommended to the Government by Kenya's National Economic Council in January, 2006, and subsequently adopted by the Cabinet.

The economic pillar aims to improve the prosperity of all Kenyans through an economic development programme, covering all the regions of Kenya, and aiming to achieve an average Gross Domestic Product (GDP) growth rate of 10% per annum beginning in 2012. The social pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. The political pillar aims to realise 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 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. While the "flagship" projects are expected to take the lead in generating rapid and widely-shared growth, they are by no means the only projects the country will be implementing. A flagship project only sets the pace for multiple vessels behind it. By the same token there are many on-going projects and yet others planned for the future by the Government and the private sector. All of these deserve attention and support. The full details will be found in the Kenya Medium-Term Plan for 2008-2012. At an appropriate stage, another five-year plan will be produced covering the period 2012 to 2017, and so on till 2030.

As the country makes progress to middle-income status through these development plans, it is expected to have met its Millennium Development Goals (MDGs) whose deadline is 2015. The MDGs are eight internationally-agreed goals for socio-economic development that emphasise the following: elimination of extreme poverty and hunger; universal primary education; gender equality; reduction in child mortality; improvement in maternal health; lower HIV/AIDS and major disease incidence; environmental sustainability; and better partnerships with international development partners. Some of the goals have already been met. The Vision 2030 spells out action that will be taken to achieve the rest.

Table 1: Thematic Overview of Kenya Vision 2030



Source: Vision 2030 Research teams



2 HOW THE *VISION* WAS DEVELOPED

After a disappointing performance in the 1990s, Kenya's economy has now resumed the path to rapid growth, having achieved a GDP annual growth rate of 6.1% in 2006 compared to 0.6% in 2002. It is now necessary to build on that momentum in order to sustain economic growth, to ensure that its benefits are widely distributed to the population and that the resulting development will be sustainable. At the same time, Kenyans must now look forward to a better future for all.

The Vision 2030 development process was launched by H.E. President Mwai Kibaki on 30th October, 2006. At the time, he advised the team preparing the Vision document to also produce a medium-term plan with full details on the development programmes that would be implemented in the first five years after ERS expires on 31st December, 2007. 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, the private sector, civil society, the media and non-governmental organisations (NGOs). In rural areas, provincial consultative forums were also held throughout the country. The objective of all the consultations was to provide an in-depth understanding of the country's development problems and the necessary strategies to achieve the 2030 goals.

To synthesise the findings, a core team comprising experienced technical officers drawn from the government, Kenyan research institutions, international consultants, and the private sector under the guidance of a 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-industrialising nation.

The experts used the input from the above stakeholders and their own economic analysis to identify sectors with the most promising potential in driving Kenya's economic growth up to 2030. The approach involved an assessment of two critical components: (i) the potential of the different sectors to make a wide 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 and sustained.

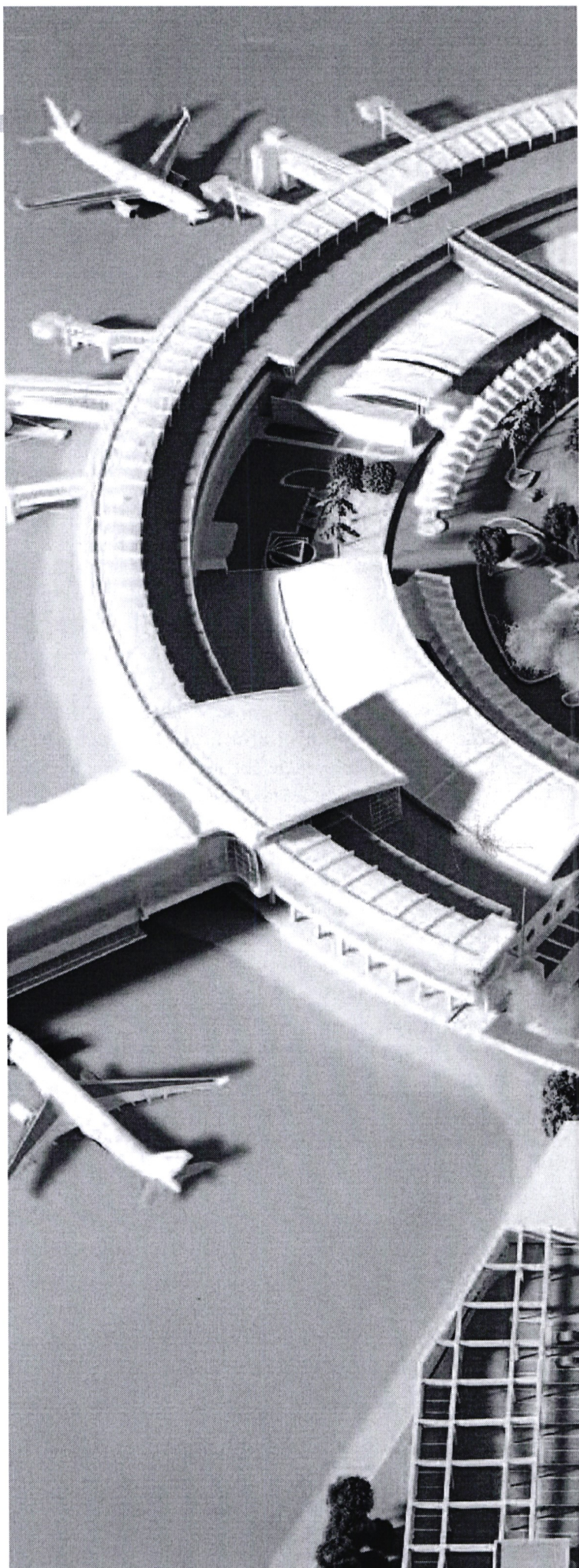
The overall assessment of the potential for economic impact was informed by the sectors' current size and their future growth prospects. Other factors were also considered, particularly the potential to increase Kenya's global competitiveness, to promote growth based on efficiency, and to attract more 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.

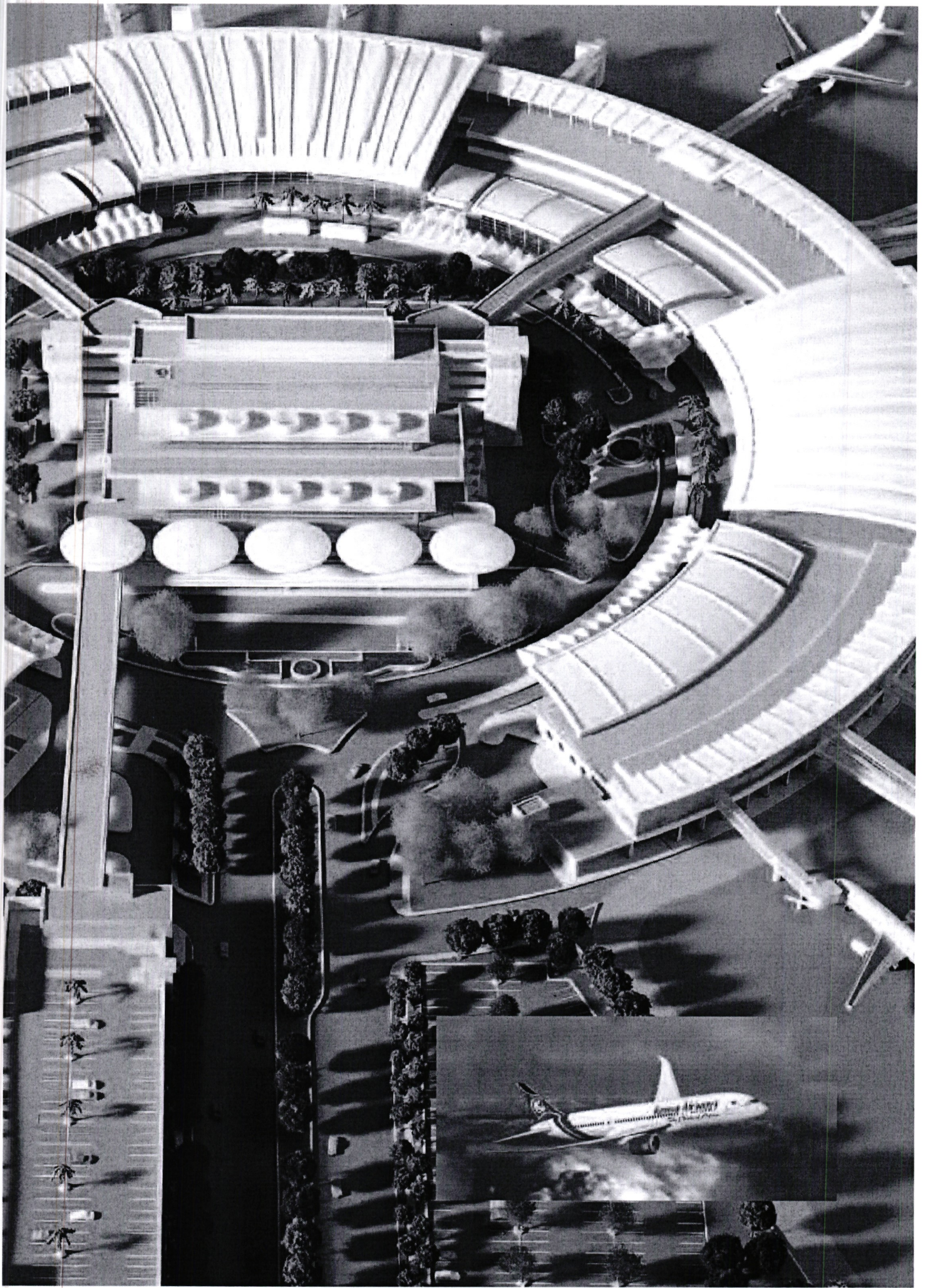
A similar process and methodology was followed in identifying projects and priorities in the social and political pillars. Detailed analysis was carried out under a consultative process in order to come up with strategies capable of resolving the social and political problems that Kenyans face today. To arrive at workable solutions, the team of experts learnt as much as they could 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 industrialising 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.

This document provides a summary of the foundations on which Vision 2030 is erected, before going into other sections on which it is based, i.e., the economic, social and political pillars. Some of the foundations will require the strengthening of on-going institutional and governance reforms that will help raise efficiency in our productive and social sectors. Others relate to the provision and expansion of physical infrastructure.

An architectural model of the Jomo Kenyatta International Airport: an improved and expanded airport infrastructure is critical to the realisation of Vision 2030. *Inset:* One of Kenya Airways’ modern aircraft.





3 FOUNDATIONS FOR KENYA VISION 2030

The economic, social and political pillars of Kenya Vision 2030 are anchored on macroeconomic stability; continuity in governance reforms; enhanced equity and wealth creation opportunities for the poor; infrastructure; energy; science, technology and innovation (STI); land reform; human resources development; security as well as public sector reforms.

3.1 Macroeconomic Stability for Long-Term Development

Kenyans appreciate the pivotal role macroeconomic stability has played in the country's economic recovery and resumption of rapid growth by the Kenya economy since 2003. This is evident in the low levels of underlying inflation, limited public sector deficits, a stable exchange rate, and low interest rates over that period. For this reason, *Kenya Vision 2030* places the highest premium on the stable macroeconomic environment the country now enjoys, and expects it to continue in the future as a matter of policy. This is the only way in which confidence among investors and ordinary Kenyans can be maintained. A stable economic environment also works in favour of the poor who stand to lose the most in periods of high inflation. All the projects proposed under Vision 2030 will, therefore, be subjected to the parameters set under the macroeconomic stability framework, as reviewed on a continuous basis by the Ministry of Finance and the Central Bank of Kenya.

3.2 Continuity in Governance Reforms

Kenya remains fully committed to continuing governance reforms. These will be deepened and accelerated in order to create a better environment for doing business, and for the full enjoyment of individual rights that Kenyans are entitled to under the constitution. Towards that end, the Government will continue to intensify the anti-corruption programme already in place through:

better investigation and prosecution; eliminating discretionary decision-making in a public service that is prone to bribery; public education and judicial and legal reform. The Government also recognises that in an open, democratic society like Kenya, the people themselves, Parliament, civil society, and a vigilant press are the ultimate defence against abuse of office. These institutions will continue to receive full support from the Government and from the people of Kenya.

3.3 Enhanced Equity and Wealth Creation Opportunities for the Poor

No society can gain the social cohesion predicted by Vision 2030 if significant sections of the population live in abject poverty. To that extent, Kenya Vision 2030 includes equity as a recurrent principle in economic, social and political programmes. Special attention has been given to investment in arid and semi-arid (ASAL) districts, communities with high incidence of poverty, unemployed youth, women, and all vulnerable groups. Under Vision 2030 "devolved funds", deployed in a more efficient and transparent manner, is expected to play a key and enhanced role in correcting existing economic and social inequalities.

3.4 Infrastructure

The 2030 Vision aspires for a country firmly interconnected through a network of roads, railways, ports, airports, water and sanitation facilities, and telecommunications. By 2030, it will become impossible to refer to any region of our country as "remote".



City of Nairobi in the future: the 2030 Vision aspires to a capital city firmly interconnected through a network of roads, railways, ports, airports, waterways and telecommunications.

Furthermore, to ensure that the main projects under the economic pillar are implemented, investment in the nation's infrastructure will be given the highest priority.

3.5 Energy

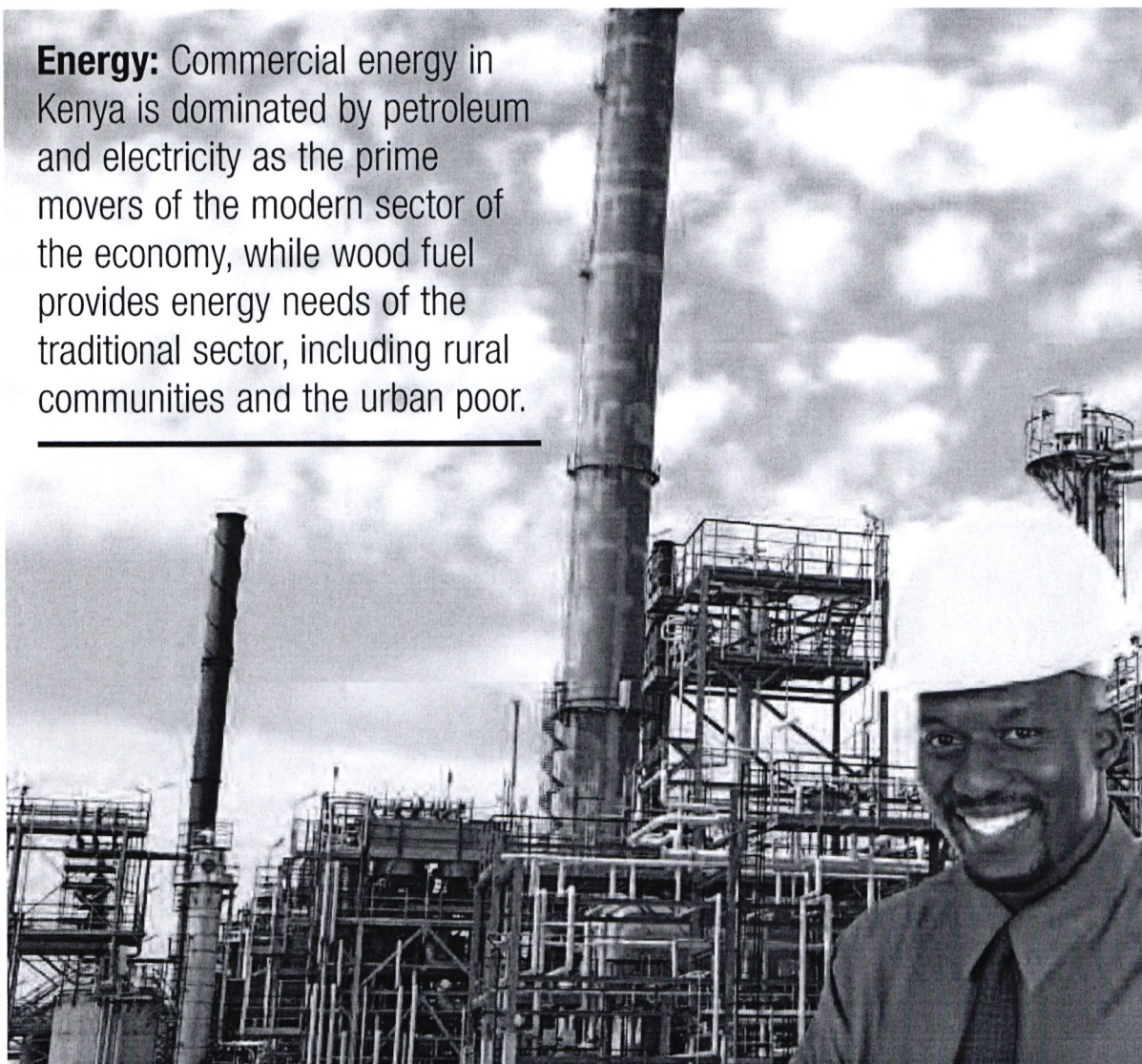
Development projects recommended under *Vision 2030* will increase demand on Kenya's energy supply. Currently, Kenya's energy costs are higher than those of her competitors. Kenya must, therefore, generate more energy at a lower cost and increase efficiency in energy consumption. The Government is committed to continued institutional reforms in the energy sector, including a strong regulatory framework, encouraging

more private generators of power, and separating generation from distribution. New sources of energy will be found through exploitation of geothermal power, coal, renewable energy sources, and connecting Kenya to energy-surplus countries in the region.

3.6 Science, Technology and Innovation (STI)

Vision 2030 proposes intensified application of STI to raise productivity and efficiency levels across the three pillars. It recognises the critical role played by research and development (R&D) in accelerating economic development in all the newly industrialising countries of

Energy: Commercial energy in Kenya is dominated by petroleum and electricity as the prime movers of the modern sector of the economy, while wood fuel provides energy needs of the traditional sector, including rural communities and the urban poor.



the world. The Government will create and implement an STI policy framework to support Vision 2030. More resources will be devoted to scientific research, technical capabilities of the workforce, and in raising the quality of teaching mathematics, science and technology in schools, polytechnics and universities.

3.7 Land Reform

Land is a critical resource for the socio-economic and political developments spelt out in Vision 2030. Respect for property rights to land, whether owned by communities, individuals or companies, is an important driver of rapid economic transformation. This transformation is dependent on a national land use policy, which, therefore, needs to be completed as a matter of urgency. The policy will facilitate the process of land administration, the computerisation of land registries, the establishment of national spatial data infrastructure in order to track land use patterns, and the introduction of an enhanced legal framework for faster resolution of land disputes.

3.8 Human Resources Development

Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrialising economy. This will be done through life-long training and education. As a priority, a human resource database will be established to facilitate better planning of human resources requirements in the country. Furthermore, steps will be taken to raise labour productivity to international levels. Other steps will include the establishment of new technical training institutions, as well as the enhancement of closer collaboration between industry and training institutions.

3.9 Security

The vision for security is “a society free from danger and fear”. The Government is determined to improve security in order to lower the cost of doing business and to provide Kenyans with a more secure living and working environment. Specific strategies will involve:

improving the practice of community policing; reducing the police to population ratio; adopting information and communication technology (ICT) in crime detection and prevention; enhancing police training; among others. All these measures will be supported by accelerated reforms in the Judiciary. The country will also institute reforms in the prison service.

3.10 Public Service

An efficient, motivated and well-trained public service is expected to be one of the major foundations of the Vision. Kenya intends to build a public service that is more citizen-focused and results-oriented, a process whose achievements so far have received international recognition and awards. The Government will intensify efforts to bring about an attitudinal change in public service that values transparency and accountability to the citizens of Kenya. Results-Based Management will be pegged to the implementation of the Vision’s goals, making it easier to reward public servants on merit. Reforms in the public service will further enhance strategic planning in government, continuous improvement, performance contracting and stakeholder engagement. A Kenya School of Government will be established to provide research and training for transformative leadership to the highest international standards.

4 THE ECONOMIC VISION AND STRATEGY: ADDING VALUE TO OUR PRODUCTS AND SERVICES

Under *Vision 2030*, Kenya aims to increase annual GDP growth rates to an average of 10% over the vision horizon. 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 often done before. If this goal is achieved, Kenya will be 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 utilisation of existing capacity, rather than efficiency gains or 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 to GDP ratio, which could be alleviated by drawing in more remittances from Kenyans abroad, as well as increased foreign investment and overseas development assistance (ODA), as spelt out under the Kenya *Joint-Assistance Strategy* between the country and her international development partners.

Delivering the country's ambitious growth aspirations will require a rise of national savings 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. The informal sector must be supported in ways that will raise productivity and distribution and increase jobs, owner's incomes and public revenues. The country will continue with the governance and institutional reforms necessary to accelerate economic growth. Others critical problems that will be addressed 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.

4.1 Tourism

Tourism will be a leading sector in achieving the goals of the Vision. Kenya aims to be among the top 10 long-haul tourist destinations 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:

- Quadruple tourism's GDP contribution to more than KShs. 200 billion;
- Raise international visitors from 1.6 million in 2006 to 3 million in 2012, while raising average spent per visitor from the present KShs.40,000 to at least KShs.70,000; and
- Increase hotel beds from 40,000 to at least 65,000, combined with an emphasis on a high quality service.

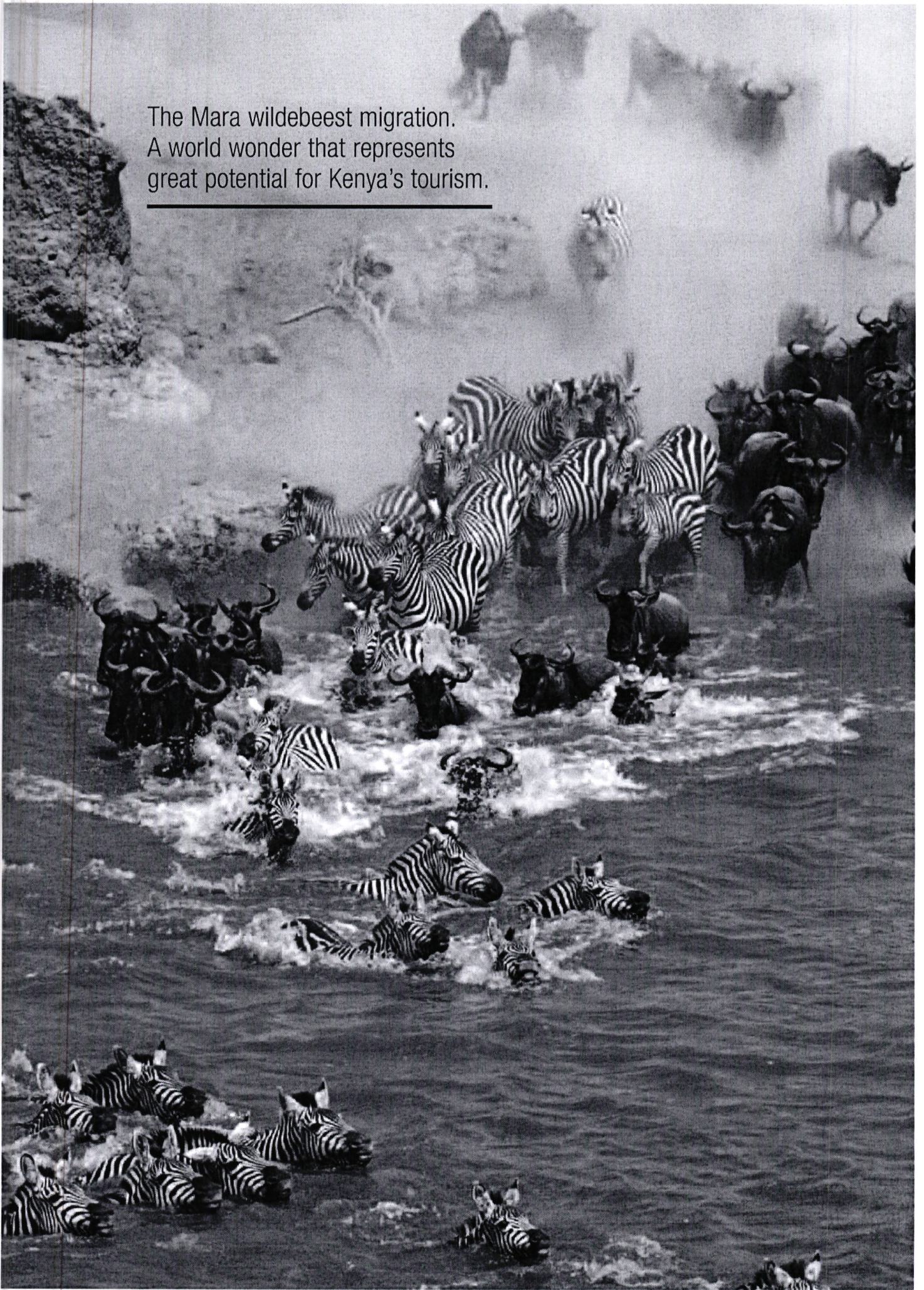
The specific strategies for realising the goals will involve: an aggressive strategy to develop Kenya's coast (north and south) by developing resort cities in two key locations in addition to the Isiolo resort cities; achieving higher tourism revenue yield by increasing the country's premium safari parks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

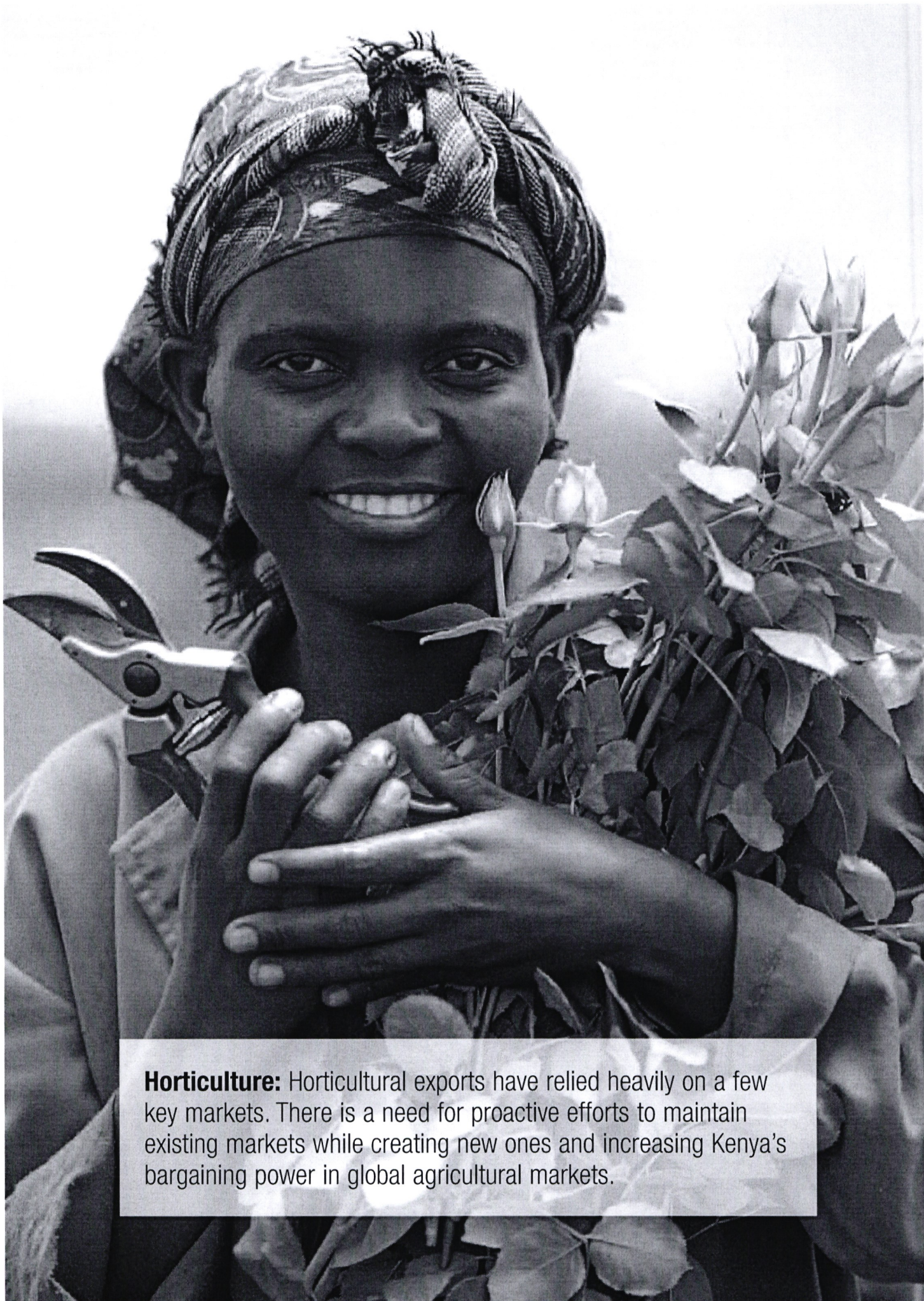
Flagship Projects for Tourism

The flagship projects for 2012 will involve the following:

- Three (3) resort cities – 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 so as to bring more tourists to game parks that have not been receiving many visitors, and which are located in all parts of the country.

The Mara wildebeest migration.
A world wonder that represents
great potential for Kenya's tourism.





Horticulture: Horticultural exports have relied heavily on a few key markets. There is a need for proactive efforts to maintain existing markets while creating new ones and increasing Kenya's bargaining power in global agricultural markets.

- *The premium parks initiative* – this will provide more high-end tourists with a unique experience in popular destinations, such as Maasai Mara and Nakuru.
- *The under-utilised parks initiative* – this aims to upgrade the standards of attractive but seldom visited parks e.g. Ruma and Marsabit.
- *The niche products initiative* – this will provide 3,000 beds in high-cost accommodation for tourists interested in cultural and eco-tourism, as well as in water-based sports and related activities. It will initially target four key sites in 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 a new high-end tourist destination.

4.2 Increasing Value in Agriculture

Kenya will raise incomes in agriculture, livestock and fisheries even as industrial production and the service sector expand. This will be done by processing and thereby adding value to her products before they reach the market. She will do so in a manner that enables her producers to compete with the best in other parts of the world. This will be accomplished 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 small-holder specialisation in the cash crop sector (2-3 crops per plot), utilisation of a million hectares of currently uncultivated 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; and (ii) increasing productivity of crops and livestock. Kenya will also introduce new land use policies through: better utilisation of high and medium

potential lands by her farmers; preparation of new land for cultivation by strategically developing more irrigable areas in arid and semi-arid lands for both crops and livestock; and by improving market access for small holders through better marketing.

Flagship Projects for the Agricultural and Livestock Sector

The flagship projects for 2012 will involve:

- Preparation and passage of consolidated agricultural policy reform legislation.
- Development and the implementation of a 3-tiered fertilizer cost reduction programme.
- 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 publicly accessible land registries, under an improved governance framework.
- Development of an Agriculture Land Use Master Plan.
- Tana River Basin Agricultural Development Scheme.

4.3 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 by lowering transaction costs through institutional reforms. This involves strengthening informal trade (through investment in infrastructure, training and linking it to wider local and global markets). This 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 KShs.50billion to the GDP. The plan is to attract at least three new retailers

with more than 10 stores each into the Kenyan market. The vision also plans to enumerate informal sector operators, to provide them with permanent and serviced facilities, training and access to credit and markets. The simplification of business registration and trade licensing will continue in order to create a more enabling business environment for all trading activity. At producer level, the plan aims to establish "Producer Business Groups" (PBGs), which will in turn feed large wholesale hubs principally in rural areas. These hubs will be "Tier 1" retail markets that will provide the primary producer with better value than at present where markets are heavily fragmented. The Government will continue to strengthen the producer co-operative movement and assist in branding and marketing Kenyan products in regional and international markets.

Flagship Projects for Wholesale and Retail

The flagship projects for 2012 are:

- Creation of at least 10 wholesale hubs and 1,000–1,500 Producer Business Groups (starting with a pilot project in Maragua, Central Province, that is 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 at the coast in order to "bring Dubai to Kenya". This port will serve eastern and central Africa.

4.4 Manufacturing for the Regional Market

Kenya aims to become the provider of choice for basic manufactured goods in eastern and central Africa, before breaking into other markets by targeting "niche" products e.g. organic foods and beverages). This will be done through improved efficiency and competitiveness at firm level. The state will invest in training, research and development. The goal for 2012 is to: generate an additional KShs.30 billion to GDP by producing consumer goods that compete with imports (without resorting to restrictions) in key local industries; and raising market share in the regional market

from 7% to 15%. Kenya also intends to attract at least 10 large strategic investors in key agro-processing industries, targeting local and international markets.

Specific strategies will involve restructuring key local industries that use local raw materials but lack a competitive edge (for instance in sugar and paper manufacturing) and exploiting opportunities in adding value to imports that could then be re-exported in order to capture the "last step" of value addition (e.g. in metals and plastics). Kenya also aims to strategically increase the level of value addition in niche exports by additional processing of local agriculture products.

Flagship Projects for Manufacturing

The flagship projects for 2008 - 2012 are:

- The development of a strategy for the establishment of at least 2 special "economic clusters", that is, related industries located together to gain from economies.
- The development and creation of at least 5 Small and Medium Enterprise (SME) Industrial Parks.

4.5 Business Process Offshoring (BPO)

This is a new but promising sector for Kenya and especially for its young people. It involves providing business services via the Internet to companies and organisations in the developed world e.g. Britain, USA, Canada, etc. The 2030 vision for business process outsourcing is for Kenya to "quickly become the top BPO destination in Africa". The goal for 2012 is to create at least 7,500 direct BPO jobs with an additional GDP contribution of KShs.10 billion. This will be done by attracting at least 5 major leading IT suppliers, at least 10 large multinational 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 multinational corporations 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 (possibly 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.

4.6 Financial Services

The 2030 vision for financial services is to create a vibrant and globally competitive financial sector in Kenya that will create jobs and also promote high levels of savings to finance Kenya’s overall investment needs. As part of Kenya’s macro-economic goals, savings rates will rise from 17% to 30% of GDP in about a decade. This will be achieved through measures that include increasing of bank deposits from 44% to 80% of GDP and by a declining 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 capitalisation from 50% to 90% of GDP. Savings of up to 10% of GDP for investment are expected to be realised from remittances, foreign direct investments (FDI), overseas development assistance (ODA) 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 few larger and stronger ones. Credit referencing will be introduced. Kenya will also streamline informal finance and Savings and Credit Co-operative Organisations (SACCOs), 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.

One of the most urgent steps towards creating a competitive financial environment in Kenya is introducing legal and institutional reforms that will enhance transparency in all transactions, build trust and make enforcement of justice more efficient. The other step is the creation of a critical mass of skills in financial management. The Government is already in the process of implementing these measures.

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.
- Formulate a policy for the issuing of benchmark sovereign bonds.
- Implement legal and institutional reforms required for a regional financial centre.

5 THE SOCIAL STRATEGY: INVESTING IN THE PEOPLE OF KENYA

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

5.1 Education and Training

Under education and training, Kenya will provide globally competitive quality education, training and research to her citizens for development and enhanced individual well-being. 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 an 80% adult literacy rate, increasing the school enrolment rate to 95% and increasing the transition rates to technical institutions and universities from 3% to 8% by 2012. Public and private universities will be encouraged to expand enrolment, with an emphasis on science and technology courses. Kenya intends to have international ranking for her children's achievement in maths, science and technology.

The specific strategies will involve; (i) integrating early childhood into primary education; (ii) reforming secondary curricula; (iii) modernising teacher training; and (iv) strengthening partnerships with the private sector. Kenya will also develop key programmes for learners with special needs, rejuvenate ongoing adult training programmes, and revise the curricula of university and technical institutes by including more science and technology subjects. 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. Kenya

aims to be a regional centre of research and development in new technologies.

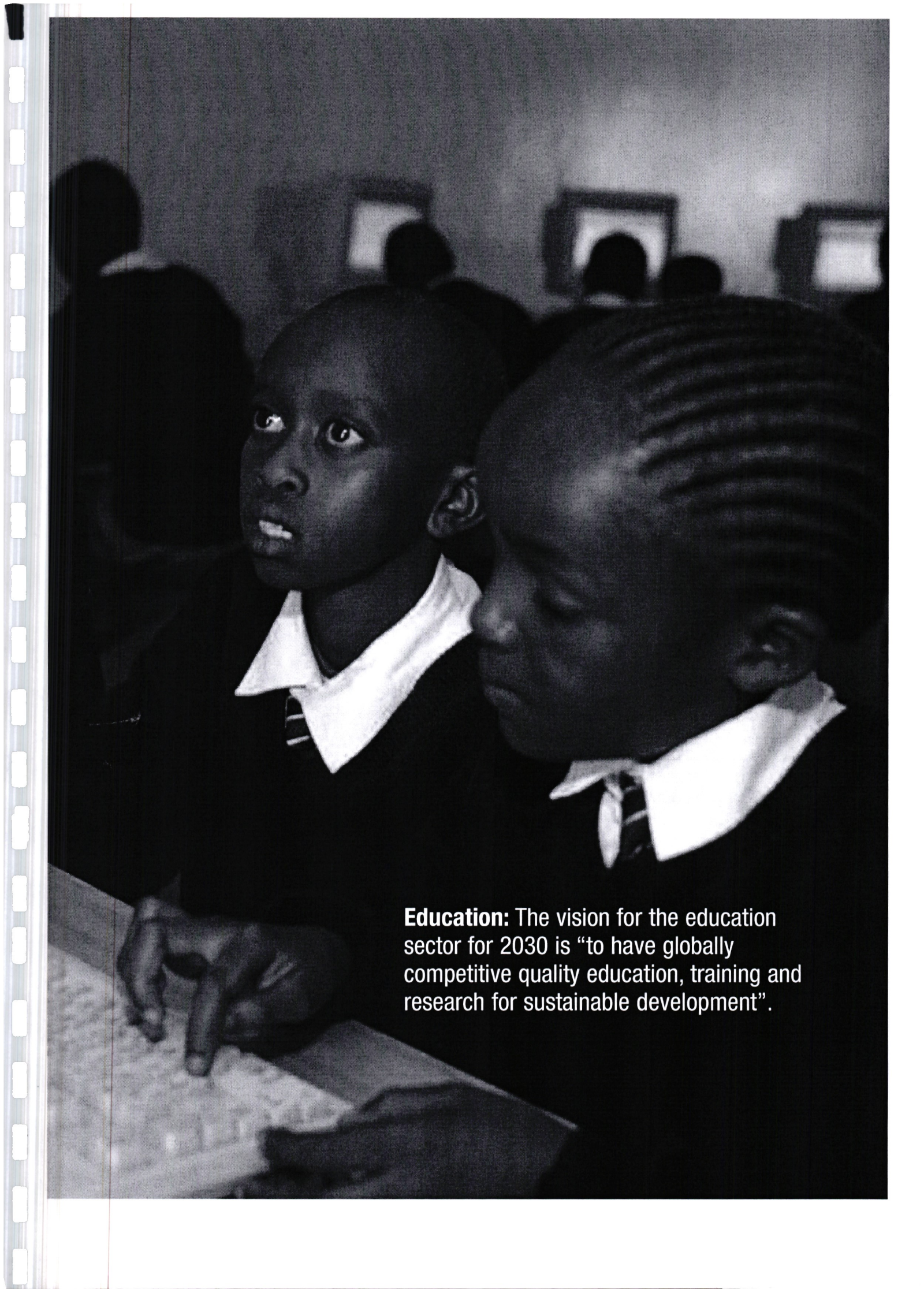
Flagship Projects for Education and Training

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;
- Establish a teachers' recruitment programme to employ 28,000 more teachers to improve the quality of education and to ensure that all schools have adequate teachers;
- Establish a computer supply programme that will equip students with modern IT skills;
- 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 programme in 5 poor districts; and
- Create "Centres of Specialisation" for each of Vision 2030's economic growth sectors.

5.2 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 be done through a two-pronged approach: (i) devolution of funds and management of health care to the communities and district medical officers; leaving the

A black and white photograph showing two young students in school uniforms. The student on the left is looking upwards and to the left with a focused expression. The student on the right is looking down at a document or book they are holding together. The background is slightly blurred, showing other people in a classroom or school setting.

Education: The vision for the education sector for 2030 is “to have globally competitive quality education, training and research for sustainable development”.

Ministry to deal with policy and research issues; and (ii) shifting the bias of the national health bill from curative to preventive care. Special attention will be paid to lowering the incidence of HIV/AIDS, malaria and TB, and lowering infant and mortality ratios. All this will reduce inequalities in access to health care 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; and 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 due to financial reasons. Through encouragement to the private sector, Kenya intends to become the regional provider of choice for highly-specialised health care, thus opening Kenya to “health tourism” as an income-generating activity.

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 healthy of individual lifestyles;
- De-link the Ministry of Health from service delivery in order to improve management of the country’s health institutions primarily by devolution of health management to communities and health-care experts at district, provincial and national hospitals;
- Create a National Health Insurance Scheme in order to promote equity in Kenya’s health care financing;
- Scale up the output-based approach system to enable disadvantaged groups (e.g. the poor, orphans) to access health care from preferred institutions.

5.3 Water and Sanitation

Kenya is a water scarce country. The economic and social developments anticipated by Vision 2030 will require more high quality water supplies than at pres-

ent. 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. Kenya will rehabilitate her hydro-meteorological data gathering network, construct multipurpose dams (on Nzoia and Nyando Rivers and other smaller dams), and also construct water and sanitation facilities to support industries and a growing urban population.

Flagship Projects for Water and Sanitation

The flagship projects for 2012 are to:

- Rehabilitate the hydro-metrological network and 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 arid and semi-arid areas;
- Construct a 54 km canal from Tana River to Garissa (The 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).

5.4 The Environment

Kenya aims to be a nation that has 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 in order to provide 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 harmonise 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:* – This calls for rehabilitating of the 5 water towers (i.e. Mau Escarpment, Mt. Kenya, Aberdares Range, Cherangani Hills and Mt. Elgon);
- *Securing the Wildlife Corridors and Migratory Routes Initiative:* – Kenya will conserve wildlife corridors and migratory routes;
- *The Solid Waste Management System Initiative:* – This calls for relocation of the Dandora dump site, and development of solid waste management systems in 5 leading municipalities and in the economic zones planned under Vision 2030;
- *The Plastic Bags Initiative:* – will require tightening regulations in order to limit production and usage of environmentally-detrimental plastic bags; and
- *The Land Cover and Land Use Mapping Initiative:* – comprehensively mapping land use patterns in Kenya.

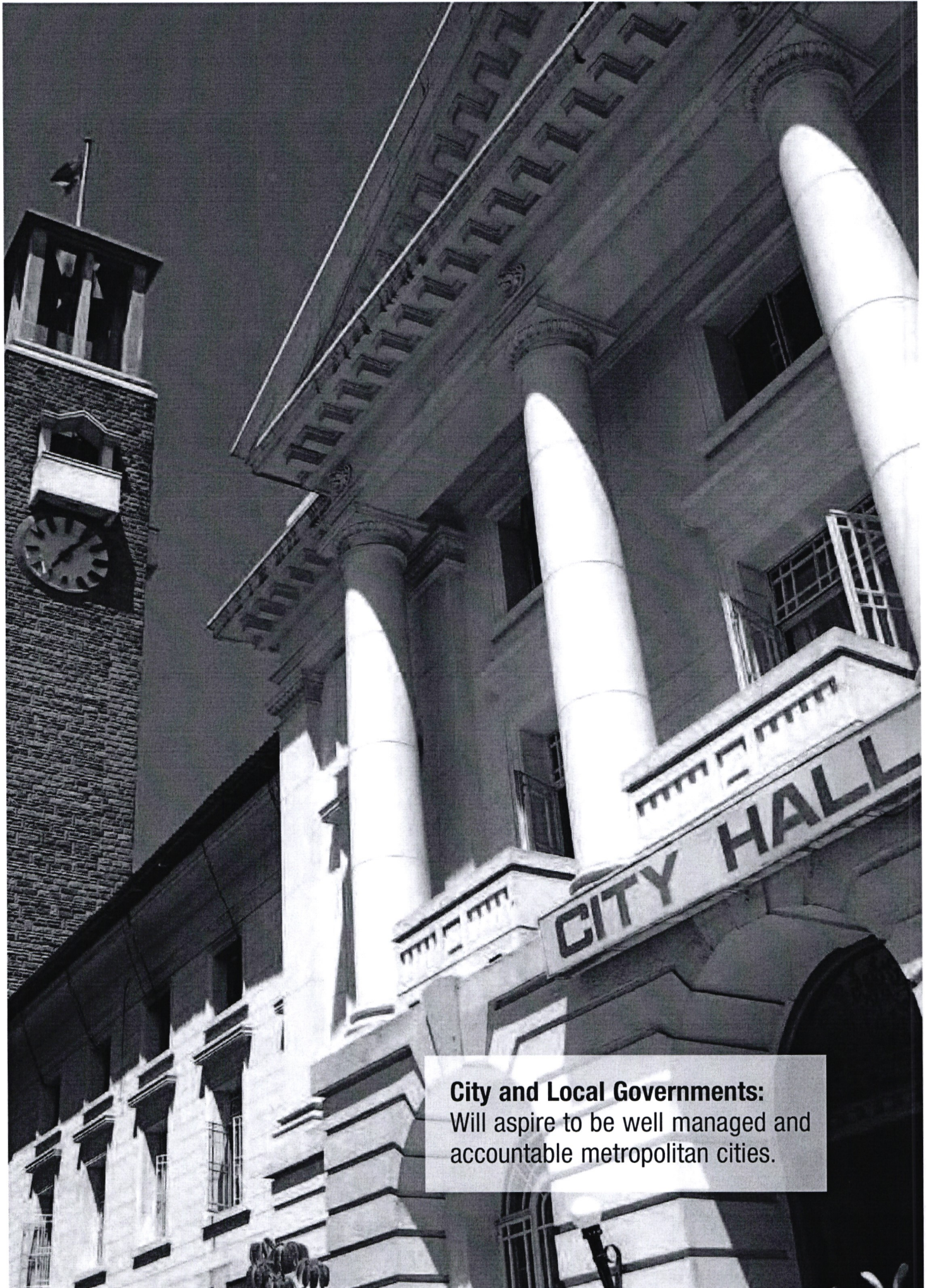
5.5 Housing and Urbanisation

Given the current demographic trends, Kenya will be a predominantly urban country by 2030. Following the current population trends, more than half of our nation's population is likely to be residing in urban areas at that time. This need not imply that agriculture will matter less or that the quality of life will be lower. But Kenya will need to plan for decent and high quality urban livelihoods for her population. The 2020 vision for housing and urbanisation is "an adequately and decently housed nation in a sustainable environment". The medium-term goal for 2012 is to increase the annual production of housing units from the current 35,000 annually to over 200,000. In addition, an initiative for high quality urban planning will be undertaken. Kenya's cities and towns are now poorly planned and that must change. There is an acute need, therefore, for an effective capacity for regional and urban development planning starting with adequate housing for those now living in slums. In addition, there will be better development of and access to affordable and adequate housing for the rest of the population, enhanced access to adequate finance for developers and buyers, and targeted key reforms to unlock the potential of the housing sector through private-public partnerships. Kenya's new nationwide urban planning and development campaign will start with her major cities and towns. But rural settlements will be catered for as well. This calls for a rapid build-up of her urban planning an implementation capacity, and this is part of the commitments under Vision 2030.

Flagship Projects for Housing and Urbanisation

The flagship projects for 2012 include the following:

- *The Metropolitan and Investment Plans Initiative:* This will require preparation of metropolitan investment plans for eleven (11) regions (Nairobi and its environs), Mombasa, Kisumu-Kakamega; Nakuru, Eldoret, Wajir, Garissa,



City and Local Governments:
Will aspire to be well managed and
accountable metropolitan cities.

Mandera, Kitui, Mwingi and Meru). Strategic development and investment plans for special and border towns and for all other municipal councils will also be undertaken.

- *The Housing Development Initiative*: This calls for an increase in annual productivity of adequate housing with an emphasis on equity in access, beginning with low-income housing.
- *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
- *Enactment of the Housing Bill, 2006*

5.6 Gender, Youth and Vulnerable Groups

The 2030 vision for gender, youth and vulnerable groups is equity in power and resource distribution between the sexes, improved livelihoods for all vulnerable groups, and responsible, globally competitive and prosperous youth. In addition, Kenya aims to capitalise on her international reputation as an “athletic superpower” by opening up the country for top global sports events, encouraged by corporate sponsorship. The Government will provide stricter enforcement of copyright laws in music and the performance arts, and provide facilities for our most talented musicians and actors. Kenya aims to be among the top developing country destinations of global film producers. The goals for 2012 are, therefore, 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. starting with higher representation of women in Parliament); improving access to all disadvantaged groups (e.g. business opportunities, health and education services, housing and justice); and minimising vulnerabilities through prohibition of retrogressive practices (e.g. female genital mutilation and child labour), and by up-scaling the training for people with disabilities and special needs.

Flagship projects for Gender, Youth and Vulnerable groups

The flagship projects for 2012 are to:

- Institutionalize the Women Enterprise Fund and increase its overall amounts and efficiency in projects launched by its beneficiaries;
- Establish a consolidated social protection fund;
- Rehabilitate or build one youth empowerment centre in each constituency;
- Establish a sports’ lottery fund and an international academy of sports;
- Build a national cultural centre to the highest standards in order to support the performing arts; and
- Increase the youth enterprise fund and ensure efficient and productive use of funds allocated to youth groups.

5.7 Equity and Poverty Elimination

The 2030 goal for equity and poverty elimination is to reduce the number of people living in absolute poverty to the tiniest 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 such 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 nomadic communities and poor rural and slum communities; widening coverage of “essential health care”; equitable distribution of water, sewerage and sanitation services; improvements in public transport; and attaining gender parity and fairness in the delivery of justice. Reducing social inequalities, in short, cuts across all the economic and social initiatives proposed by Vision 2030.

6 THE POLITICAL PILLAR: MOVING TO THE FUTURE AS ONE NATION

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 in which political differences are about means to meet the widest public interest. "People-centered" goals refer to the system's responsiveness to the needs and rights of citizens, whose participation in all public policies and resource allocation processes is both fully appreciated and facilitated. A result-oriented system is stable, predictable and whose performance is based on measurable outcomes. An accountable system is one that is open and transparent and one that permits free flow of information. It should be a system in which the leaders are accountable to citizens. Such a vision will guarantee Kenya's attainment of the specific goals 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 transformed and reformed to acquire high-level executive capability consistent with a rapidly industrialising country. The most important of the reforms is prioritisation for enactment of all legislation and administrative reforms suggested in Vision 2030. Kenya will adopt a democratic decentralisation process with substantial devolution in policy-making, public resource management and revenue sharing through devolved funds.

Guiding principles

Vision 2030 has received support across party lines and regions of the country. In order to ensure that economic, social and political governance gains made under the Vision are neither reversed nor lost as a result of change in ruling parties, the following eight governance principles shall be adhered to:

1. *Constitutional supremacy*: Supremacy of the constitution shall be respected at all times. This will guarantee individual rights as stated in the Bill of Rights and the property rights of local and international investors.
2. *Sovereignty of the people*: This calls for the acknowledgement of the fact that in a constitutional democracy like Kenya, the government derives all its just powers from the people it governs.
3. *Equality of citizens*: Kenya shall be a nation that treats its women and men equally. It will not discriminate any citizen on the basis of gender, race, tribe, religion or ancestral origin.
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 a political ideology supportive of Vision 2030. These will include acknowledgement of the significance of God to the Kenyan people and an affirmation of the religious, cultural and ethnic diversity of Kenyans. It will also affirm the indivisibility of Kenya as a nation and her commitment to democracy and the rule of law.

5. *A viable political party system:* Kenya aims at a strong and viable political party system that will be guided by policy and ideological differences rather than region of ethnicity. Under Vision 2030, founding of political parties on religious, linguistic, racial, ethnic, gender, corporate or regional basis will be prohibited. This is in line with the just enacted Political Parties Bill. 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.
6. *Public participation in governance:* The Kenyan political system is now more open than it has been in the past. In order to ensure fuller public participation in the governance process, that support democratic governance. The citizens of Kenya will be made to appreciate the values of tolerance and respect for differences in opinion, in a competitive society of the kind Vision 2030 has in mind.
7. *Separation of powers:* The implementation of Vision 2030 will depend on the enhancement of the capacity of the three arms of government (Legislature, the Executive and the Judiciary). Already considerable progress has been made through reforms in the Executive and the Judiciary. Parliament's independence has been enhanced. These institutions will independently function in a manner that will enhance the implementation of Vision 2030.
8. *Decentralisation:* Vision 2030 will continue to use devolved funds to strengthen decentralisation of development projects at the community level. Improved planning, prioritisation, and coordination of such projects at the local level will be accorded priority in realising that goal.

Political pillar strategies

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

6.1 Rule of Law

The 2030 vision aims at "*adherence to the rule of law applicable to a modern, market-based economy in a human rights-respecting state*". The intermediate goal for 2012 is to enact and implement 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 to justice;
- Streamlining the functional capacity of the legal and judicial institutions to enhance inter-agency cooperation;
- Change legislation that is clearly not conducive to the creation of a good business environment in Kenya; and
- Inculcating a culture of compliance with laws and decent human behaviour.

Parliament of Kenya: The 2030 Vision aims at institutionalising genuinely competitive and issue-based politics as well as a people-centered and politically-engaged open society



6.2 Electoral and Political Processes

The 2030 vision aims at institutionalising “*genuinely competitive and issue-based politics*”. The goal for 2012 is to enact and operationalise the 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.

6.3 Democracy And Public Service Delivery

The 2030 vision aims at “a people-centered and politically-engaged open society”. The goal for 2012 is to enact and operationalise necessary reforms in the policy, legal and institutional framework in order to enhance public service delivery in an open and accountable manner, as is expected of a democracy.

Specific strategies will involve:

- Pursuing constitutional and legal reforms necessary to strengthen public service delivery in a manner that responds to public needs, especially at the community level.
- Encouraging formal and informal civic education and action programmes; and
- Promoting open engagement between government and civil society, as well as the free flow of information, particularly through better and continuous engagement with the media.

6.4 Transparency and Accountability

More transparency and accountability were identified by Kenyans as priorities in the political initiatives of Vision 2030. The 2030 vision, therefore, aims to create “transparent, accountable, ethical and results-oriented government institutions”. The goal for 2012 is to enact and put into operation all the necessary policy, legal and institutional reforms needed to strengthen public transparency and accountability. Specific strategies will involve:

- Strengthening the legal framework for anti-corruption 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.

6.5 Security, Peace-Building and Conflict Management

Vision 2030 has as its ideal “security of all persons and property throughout the Republic”. By 2012 it commits the country to the adoption of policy, legal and institutional framework in security, peace building and conflict management,

which will advance that ideal. Specific strategies will involve:

- Promoting public-private cooperation and community involvement in ensuring improved safety and security;
- Deepening the policy, legal and institutional reform for improved enforcement of law and order;
- Institutionalising national and inter-community dialogue in order to build harmony among ethnic, racial and other interest groups;
- Promoting peace building and reconciliation in order to improve conflict management and ensure sustained peace within the country; and
- Inculcating a culture of respect for the sanctity of human life that restrains people 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 for the political pillar are:

- *The Constitutional initiative* – completion of the national Constitution together with its enabling legislation;
- *The Judicial and legal reforms initiative* – this will involve reforms pertaining to the rule of law, as well as reforms in government institutions in the three branches of the Government.
- *The Security and policing reform initiative*;
- Building a non-partisan professional research centre to enrich Parliamentary law-making; and
- Initiate a national programme on attitudinal and value change to inculcate a culture of voluntary compliance with the efficiency norms required by Vision 2030.

7 IMPLEMENTING VISION 2030

The 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 having an impact on the entire nation. Flagship projects, however, will form only part of national development. Complementary projects will also be undertaken in line with the Medium-Term Plans, the Budget Outlook Paper, and the Medium-Term Expenditure Framework.

Kenya 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. Following the expiry of the ERS in December 2007, the first part of Vision 2030 will be implemented under the 2008-2012 plan. This is already under preparation.

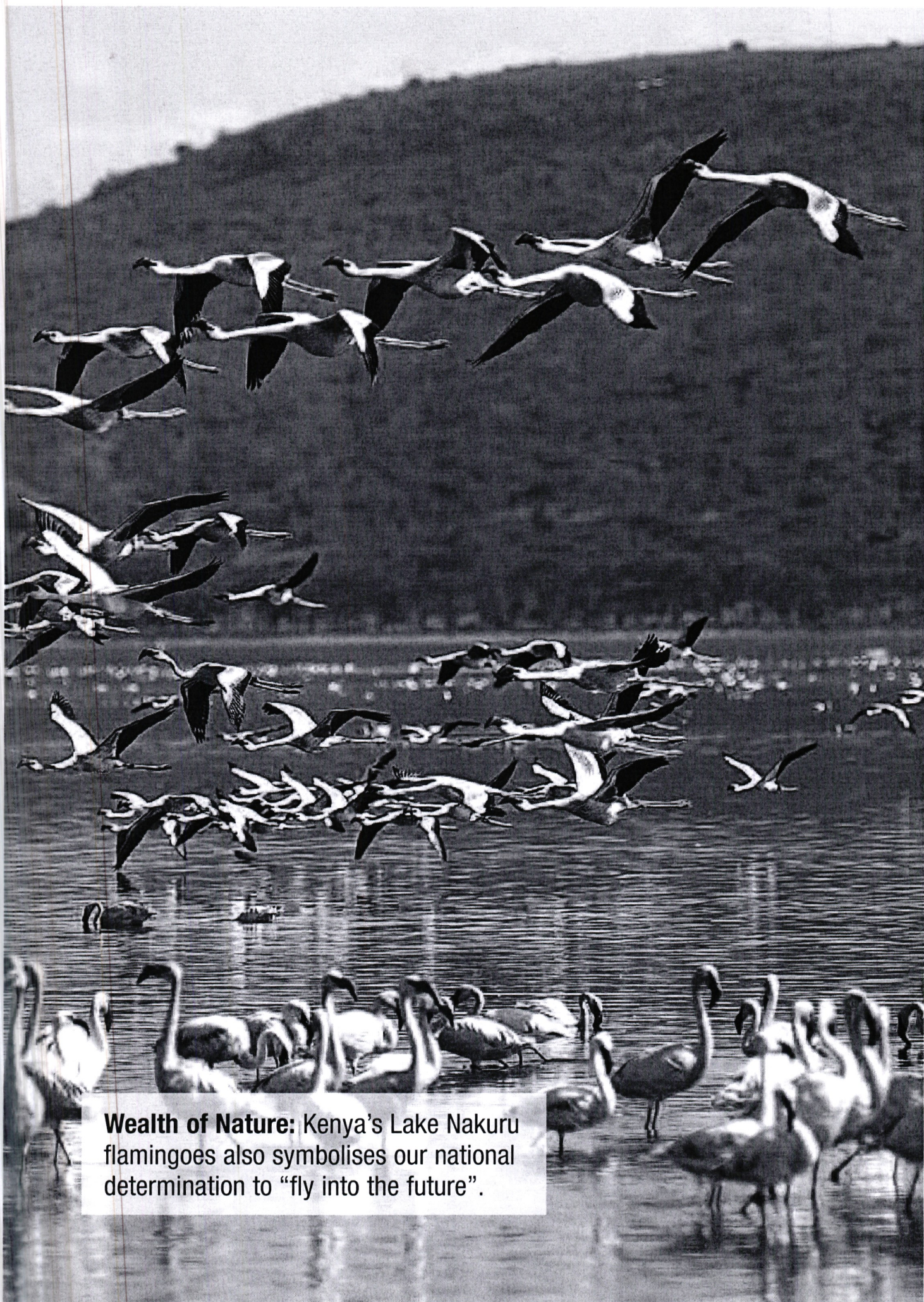
Delivering this ambitious process of national transformation will require: a fundamental shift from business-as-usual to "business unusual" (from multiple and often uncoordinated levels of decision making to a centralised implementation process); a new management philosophy (from a limited sense of urgency 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 Secretariat

In order to successfully realise Vision 2030 and to particularly ensure the timely implementation of the flagship projects, the Government of Kenya intends to create a Vision Delivery Secretariat (VDS). The Secretariat 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 VDS shall be organised 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 VDS shall provide strategic leadership and direction in the realisation of Vision 2030 goals, and closely collaborate with line ministries in developing the Five-Year Medium-Term Plans for the realisation of the Vision. The VDS will also have clear institutional linkages with other existing institutions, structures and organisations, both in the public as well as the private sector.



Wealth of Nature: Kenya's Lake Nakuru flamingoes also symbolises our national determination to "fly into the future".



VISION 2030



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