

Bottlenecks in  
the execution of  
**KENYA**

**VISION 2030**

***An empirical study***

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*Full Length Research*

# **Bottlenecks in the execution of Kenya vision 2030 strategy: An empirical study**

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Strategy can only impact the bottom line if it successfully implemented. In the past it has been proposed that the public sector experiences great difficulties in regard to implementing reforms and offering of quality services. This study sought to fill a gap by carrying out research on strategy implementation. The objective was to determine the challenges faced in the implementation of Kenya's Vision 2030. This was a case study since the unit of analysis was a single organization. The researcher used primary data which was collected using a self-administered interview guide. The respondents in this study were eight individuals in the Vision 2030 Delivery Secretariat; they included directors and other staff in the rank of a manager. A content analysis was used to analyze the respondents' views about the challenges faced in the implementation of Kenya Vision 2030 strategy. The study concludes that the implementation of Kenya's Vision 2030 is faced by myriad of challenges such as inadequate and limited resource allocation especially in carrying out development activities; political interference; uncertain political environment; constant inflation compounded with the weak currency; global recession, hence limited donor funding which is also greatly linked to donor dependency; corruption especially in the misappropriation of funds as seen in the free Primary Education Programme; inadequate and ineffective involvement by the citizens of Kenya; unsustainability of programmes; insufficient disaggregated data; poor linkage of policy, planning and budgeting at the grass root levels; natural and man-made disasters such as famine, drought, post election violence of 2007 and economic crisis leading to reprioritization. Great strategies are not discovered over a couple of strategic sessions nor by trial and error. On the contrary, great strategies evolve over time as a result of rigorous monitoring of progress towards strategic goals, and in this case National goals; emerging realities are discussed thread bare and learning helps in revising the strategies. In effect, it can be said that meticulous implementation has strategic planning and development embedded in it. This is crucial in the successful implementation of Kenya's Vision 2030. The study recommends that coordination and sharing of activities and responsibilities among those charged with the implementation of flagship projects and Middle Term Plans, proper training needs, and adequate and sufficient allocation of finances in the budget are some of the solutions that need to be factored to ensure successful implementation of Kenya's Vision 2030 by the Delivery Secretariat and the Ministry of State for Planning, National Development and Vision 2030. Further, since Vision 2030 is charged with industrializing the nation and making it a middle-income economy, the study proposes that there should be enhanced networking and collaboration with other development partners, capacity building of the communities to enhance project sustainability and ownership, employment of a bottom-up approach where programmes and projects begin at the community level; promotion of understanding of development agenda at all levels, promotion of transparency and accountability through enhanced corporate governance, public-private partnerships; and effectiveness in the implementation and monitoring of devolved funds so as to maximize benefits.

**Key words:** Strategy, Strategy Implementation, vision 2030, Kenya

## **INTRODUCTION**

In Kenya, strategic planning and implementation is a statutory requirement for state corporations; whether it is merely an act of compliance to the law or for the benefits derived from adoption of strategic plans. The Ministry of State for Planning, National Development, and Vision 2030; and particularly its Vision 2030 Delivery Secretariat (VDS) arm are no exception. The development policies of the government of Kenya are driven by the objective of

achieving Vision 2030, under which the key objective is to accelerate Gross Domestic Product (GDP) growth to an annual rate of ten percent. Vision 2030 being Kenya's new blue print that aims at transforming the country into an industrialized middle income country, should be of great concern not only to stakeholders but also strategists and experts alike in its successful implementation.

Porter (1985), views strategy as the goals and practices an organization adopts to stay afloat amidst fierce competition. Strategy is about action which gives a firm its direction. This has got to do with the holistic actions that are geared towards realizing the future of the company, and in this case the country. In this new world order, successful strategy implementation becomes even more important for one to remain globally relevant and competitive. One of the hallmarks of a well managed organization is the ability to optimally reposition itself in a competitive business environment (Drucker, 1954).

Strategy implementation is a fundamental management process for the success of Kenya's Vision 2030. Strategy implementation though deemed difficult (David, 1997) is undoubtedly a critical phase for organizational survival. Formulated strategies may fail if implementation is not effectively and efficiently done (Steiner, 1979). According to Johnson and Scholes (1993), successful strategy implementation is a factor of organizational structure, resource allocation, and strategic change management; all of which are at the backbone in the realization of Kenya Vision 2030 strategy.

Kenya Vision 2030 is the country's development blueprint covering the period 2008 to 2030. Its objective is to help transform Kenya into a middle-income country providing a high quality life to all its citizens by the year 2030. It was developed through an all-inclusive and participatory stakeholder consultative process; the Vision is based on three pillars: the economic, to maintain a sustained growth of 10% per annum over the next 25 years; the social, a just and cohesive society enjoying equitable social development in a clean and secure environment; and the political, an issue-based, people-centered, result oriented and accountable demographic political system. The Vision's adoption comes after the successful implementation of the Economic Recovery Strategy (ERS) for Wealth and Employment Creation employed from the year 2003 to 2007, responsible for the country's GDP growth from a low of 0.6% and gradual rise to 6.1% in 2006.

The Kenya Vision 2030 Strategy is to be implemented in successive five-year Medium Term Plans (MTP), with the first such plan covering the period 2008 – 2012. At an appropriate stage, another five-year plan will be produced covering the period 2012 to 2017, this strategy will run till 2030, giving room for strategy evaluation and innovation along with effective response to the changing global, regional and local environment. The 2008 – 2012 Medium Term Plan calls for increased levels of savings and investments to facilitate the envisaged growth and development by 2012. The plan also places emphasis on faster job creation, poverty reduction, improved income distribution, regional balance and gender equity. It also identifies policy, legal and institutional reforms needed to facilitate implementation of the various programmes and projects over the plan period. A large part of financing for

the project is expected to come from the private sector through the Public-Private Partnerships (PPP).

The economic, political and social pillars of the Vision 2030 are based on microeconomic sustainability; continuity of reforms in governance; enhanced equity and more wealth creation opportunities for all citizens; and infrastructural development. Kenya Vision 2030 also seeks to achieve improvement in the energy sector; exploit science, technology and innovation; carry out land reforms; expand labor and human resource development; manage security through peace building and conflict resolution; and promote public sector reforms and transformation. Vision 2030 will deliver over many different horizons, each with defined goals and flagship projects. A consultative approach is undertaken through workshops with stakeholders from all levels of the public service, the private sector, civil society, the media and NGOs while in rural areas, provincial consultative forums are also held throughout the country.

### **Literature review**

A strategy is the pattern or plan that integrates an organization's major goals, policies and action sequences to a comprehensive whole (Mintzberg, Quinn and Ghosal, 1999). A well formulated strategy helps to marshal and allocate organization resources into a unique and viable posture, based on its relative internal competencies and shortcomings, anticipated changes in the environment and continent moves by intelligent opponents.

Mintzberg (1987) defines strategy with a variety of views; as a plan, ploy, pattern, position and finally a perspective. Strategy as a plan deals with how leaders try to establish direction for organizations; while as a ploy it takes us to the realm of direct competition, manoeuvre is employed to gain competitive advantage. As a pattern strategy focuses on action that is consistent in behavior and is key to achieving organizational goals. Strategy as a position encourages organizations in their competitive environments in order to protect, avoid or subvert competition. Strategy as a perspective is an ingrained way of perceiving the world. Strategies are abstractions which only exist in the minds of interested parties. A major issue in the study of strategy formulation becomes therefore how to read the collective mind and to understand how intentions diffuse through the system that is called an organization to become shared and how actions can be exercised on a collectively yet consistent basis.

Another perspective of strategy is fronted by Kim and Mauborgne (2005) where value information is seen as a cornerstone of strategy through the pursuit of differentiation and low cost. The overriding focus in red ocean strategy is competition achieved through differentiation and low cost. Described from the competition arena, strategy here is about confronting an opponent and fighting with the need to beat that enemy in

order to succeed. Additionally, Ansoff (1987) describes strategy as a rule for making decisions. He seeks to differentiate policy and strategy. He indicates that when policy is a general decision that is always made in the same way whenever the same circumstances arise, a strategy applies similar principles but allows different decisions as the circumstances differ. This definition stands out as it captures and takes cognizance of the changing business environment. Chandler (1962) in defining strategy pioneered the proposition that structure follows strategy and from strategy emanates strategic management.

All organizations are an open system. They depend on the environment for their provision of inputs and their disposal of their outputs. They are an integral part of the environment. Thus for an organization to achieve its objective and ultimately succeed, realistic approaches that are considerate of the environment must be taken into account (Rue and Holland, 1996). Organizations cannot survive if they cannot match their capability to the environmental requirements. The framework that links an organization's capability to its environment is referred to as strategy (Ansoff, 1990).

Jauch and Gueck (1988) view strategy as the framework of choices that helps an organization to respond appropriately to environmental requirements to achieve success. Therefore, one can say that strategy defines an organization, in terms of its future, nature and direction (Johnson and Scholes, 1993). If strategy were defined as above, corporate strategy would then be seen to be concerned with the purpose and scope of an organization as a whole. Strategy evaluation and choice is dependent on various options. These options, once identified, have to be vetted and screened by an organization. In addition to ascertaining the suitability, feasibility and acceptability of an option, the actual modes of progress have to be determined.

### **Keys to successful strategy execution**

Providing a discussion of an entire strategy development and implementation model Freedman (2003) ultimately suggested the following keys to successful strategy implementation: communicating the strategy; driving and prioritizing planning; aligning the organization; reducing complexity; and installing an issue resolution system. According to Kaplan and Norton (2001) the following are viewed as sets of best practices and their sub-components for implementing and executing strategy in organizations: mobile change through effective leadership; translate the strategy to operational terms; align the organization to the strategy; motivate to make strategy everyone's job; and govern to make strategy a continual process. In an attempt to simplify quite a complex model, Kaplan and Norton (2001) provided five key areas that need to be addressed to support successful strategy execution. They offered the following

four processes for managing strategy: translating the vision; communicating and linking; business planning; feedback and learning; and leadership.

Strategy implementation is more likely to be effective with a participative style of managerial behavior. If staff are kept fully informed of change proposals, as they will be encouraged to adopt a positive attitude and have personal involvement in the implementation of the change. Therefore, there is a greater likelihood of their acceptance of the change. According to (Dunphy and Stace, 1988; Reed and Buckley, 1998; Wallace and Ridgeway, 1996) with the participative style of leadership, a significant advantage is that once the change is accepted, it tends to be long lasting because each person tends to be more highly committed to implementation. It encourages all level of managers to transform their own units in a way that is consistent with the vision and strategy.

In analyzing strategic management, the functions of managers as organizational leaders need to be understood. Bass (1985) and Burns (1978) suggest the concept of transformational change in organizations is usually identified with leadership. Mullins(1996) claimed that leadership is a "relationship through which one person influences the behavior or action of other people". With a shared strategic vision and commitment to that vision, people will motivate themselves to learn, this also helps to identify the strategic objective to be accomplished by the organization. Leadership is one of the many factors which can impact upon the development and implementation of strategy.

According to Lorange (1996) a list of criteria essential for successful strategic implementation is as follows: first, is that there must be potential benefits from planning for the CEO and the organization as a whole; second, is that strategic plans must be explained, applied and implemented so that the relevant managers can understand them.; third, is that relatively complex planning tasks must be capable of being broken down into smaller elements; fourth, is that the plan must identify parts of the business that can be planned for and managed in a strategic manner; fifth, is that to the extent the plan breaks with tradition, successful implementation occurs as a natural evolution of experience and understanding; sixth, is that there must be a well – defined, readily identifiable sponsor for each planning and implementation task; seventh, is that there must be need that is clearly felt by the client and each level of management must see benefits that address their relevant needs; eighth, is that plans must demonstrate some results relatively quickly, but as an initial effort, aspirations should not be set too high; ninth, is that there must be an early commitment to support and participate in the planning effort by all affected users; and finally, there must be a realistic assessment of resource needs, this includes making the necessary staff and support

facilities available, providing necessary budgets for training ,meetings, equipment, and implementation.

### **DATA ANALYSIS AND METHODS**

The study adopted a case study design. Kelinger (1978) argues for the use of case study in social economic fact findings because it provides a great deal of information which is accurate. Furthermore, Patton (2002) states that the intention of case study research is to gather data at a particular point in time and use it to describe the nature of existing conditions. Additionally, it allows for a detailed and focused examination providing valuable insight for problem solving, evaluation and strategy (Cooper, 2003).

The research design which was used in this study was a descriptive research design. This design refers to a set of methods and procedures that describes variables. It involves gathering data that describes events, it then organizes, tabulates, describes and depicts data. This design was best suited to identify most issues and complexities involved in the implementation of Kenya Vision 2030 by the Ministry of State for Planning, National Development and Vision 2030 and particularly, the Vision 2030 Delivery Secretariat.

Data was gathered through an interview with the respondents. Interviews being face-to-face encounters, allowed for accurate information. An interview guide or schedule acted as an instrument in making it possible to obtain data required to meet specific objectives of the study. Additionally, an interview schedule standardized the interviews so that the same questions were asked to all the respondents. The interview schedule had both structured and unstructured questions, allowing for the comparison of respondents responses and further probing to get deeper information which met the study objectives.

Information was gathered from the management which included the Director General; Director Economic Pillar; Director Social and Political Pillar; Director Enablers and Macro; Director Strategy, Marketing and Communication; Assistant Director Human Resource, Administration and Finance; Human Resource Manager; and the Executive Officer. This is because of their understanding of the Vision given their positions hence a rich source of information.

### **Analysis**

The most important step following laying the ground work for implementation of resultant strategies is to demonstrate management commitment. Following various meetings with the management most of who comprise of directors, it was clear that the entire Vision 2030 Delivery Secretariat understood the strategic objectives both within the Vision 2030 document and the Delivery Secretariat mandate and were committed to them. They also appreciate the fact that they have core activities as a secretariat and that this is linked to the

nations attainment of its overall objectives.

The implementation process entails flagship projects and Medium Term Plans that constitute the Vision 2030 blue print. Employees within the secretariat also have access to the Vision 2030 document. The document is not only available online but a hard copy is also provided at their workstations which ensures that one can make regular reference to the document making the implementation process more comprehensive and all inclusive. Published progress reports are also made available so as to highlight challenges and achievements, not only of the monitoring and evaluation body, the Vision 2030 Delivery Secretariat, but also of the Semi-Autonomous Government Agencies charged with the implementation process.

The Secretariat is a Semi-Autonomous Government Agency guided by the independent board, Vision Delivery Board (VDB), established by a way of legal notice by the Minister of State for Planning, National Development and Vision 2030. By operating from a legal mandate, they are charged with ensuring that there is adequate communication to the stakeholders, development partners, government agencies, and donors. Upon inception, the first project the Delivery Secretariat was charged with was on sharpening the existing perception and conducting an awareness study. This would drastically improve on the efforts taken to enhance awareness of Vision 2030, incorporate sensitization programmes, enhance publicity, and market Kenya especially on its investment plans so as to attract donors across the board.

### **RESULTS AND FINDINGS**

The findings and recommendations of the study highlighted the need to introduce a penetration level, improve on awareness and perception; have an integrated marketing and communication strategy; and hiring a communication consultant to undertake communication activities on behalf of the Vision 2030 Delivery Secretariat. This was also highlighted in the background findings from the first annual progress report on Medium Term Plan (2008-2012). The Secretariat also enhances awareness by utilizing media channels. Above the line (ATL) and below the line (BTL) initiatives are some of the marketing methodologies used in marketing Kenya and building brand awareness at the Secretariat and among other Semi-Autonomous Government Agencies.

This allows for communications that broadcast and publish to mass audiences, and also the use more niche focused media. Below the line communications give the Secretariat the ability to tailor their messages in a more personal manner to the audience making promotions measurable, while giving valuable insights into the Secretariat's return-on-investments (ROI). This is done through road shows, regional forums across the country,

media talk shows both on TV and radio including regional and vernacular stations, and integrated communication of other government agencies as is stated within their mandate.

Vision 2030 Delivery Secretariat is at the core of all communication initiatives by other institutions. This allows them to align their mandate within the bigger objectives of Vision 2030. Outdoor campaigns have been one of their major activities in the past year in building publicity, for example, through outing up billboards in all major towns as seen in Mombasa, Nakuru, Naivasha, Nairobi, Kisumu, Nyeri, and Kakamega, and particularly on major highways on the major flagship projects. The website which is currently under construction is updated regularly to keep the public abreast on ongoing projects and updates on information. Promotional material is employed concurrently with building publicity.

Communication is also carried out at the Diaspora level; this is a critical component as international integration on ongoing projects. The Director Strategy and Marketing has been able to hold forums in London and in many cities in the US, these foreign forums allow for specific and potential foreign investors to come on board especially on capital intensive development projects. Kenyan envoys, in various capacities, such as ambassadors, attaches, and immigration officers also receive regular training at our Kenya Institute of Administration, this allows them to understand and articulate the same when out on official duty. Awareness of Vision 2030 strategy takes a holistic approach as it incorporates all the above listed communication channels.

### **Factors affecting Vision 2030 strategy implementation process**

The challenges faced in the implementation of Vision 2030 strategy are not unique to the Delivery Secretariat as the secretariat only serves as a monitoring and evaluation body. Their responsibility or mandate is to see that the ministries responsible for the implementation of programmes and projects successfully do so. Moreover, the challenges faced in the implementation of Millennium Development Goals cut across the board, which serves as corner stone for countries to anchor their development strategies on, and have a direct impact on the Vision 2030 as it is one of the flagship projects. The existence of shared projects by ministries as seen in the flagship projects which are multi-sectored and multi-disciplined and calls for 100% support, which is lacking. For example, Konza City incorporates the Ministry of Communication, ICT board, Ministry of Lands, Ministry of Roads, Ministry of Water, among others. The final project is managed by the ICT board while the other Ministries act as enablers; therefore support across the board is a crucial element. Challenges are experienced across the various pillars.

The limitations in implementation of the 2009/2012 priority areas include inadequate budget provisions, slow procurement processes, and getting authorization particularly for donor funded projects. Projects are faced with complexities such as inadequate technical staff, low investment in infrastructure and weak enforcement of rules and regulations. Projects in the energy sector are faced with high initial capital investments, along with lack of strategic stocking. The efficacy of ICT as a development catalyst has not been fully exploited; this hinders effective collaboration between the Government and the private sector along with effects of the slowdown in the global economy. Implementation of the public sector reforms has faced various challenges such as inadequate emphasis on the need for public reforms and its role in improving public service delivery, with limited coordination and limited cross-fertilization with other reforms. These trickle down to the Medium Term Plans.

The economic pillar, which incorporates tourism, agriculture, and manufacturing among other reforms is faced with various challenges such as stiff competition from other tourism destinations in Africa such as South Africa, Egypt, and Morocco. The agricultural sector is also faced with competition and constrained productivity. The manufacturing sector also has its share of limitations which include inadequate funding, shortage of skilled manpower, weak Pure Private Projects, and lackluster collaboration from other implementing agencies. The Business Process Outsourcing (BPO) sector faces numerous challenges that have undermined its growth and development, these include poor telecommunication infrastructure, high cost and unreliable energy and inadequate dedicated BPO facilities. Generally, the financial sector is characterized by low penetration and limited supply of long-term finance.

In the social pillar front there is still an existence of regional and gender disparity, and inadequate staffing levels among other challenges in the education sector. The social pillar faces challenges not only in the education sector but also in the health sector, legal reforms, environmental and natural resources, water and irrigation, gender and youth sectors, among other vulnerable groups. The political pillar also has its share of challenges; these are in line with policy review, constitutional reforms, the Truth, Justice and Reconciliation Commission (TJRC), Independent Electoral Review Commission (IERC), Commission of Inquiry in Post Elections Violence (CIPEV), National Cohesion and Integration Commission (NCIC), access to justice, electoral and political awareness, democracy and public participation and transparency and accountability among others.

These include capacity challenges following the expanded mandate of the sector over the last few years due to additional areas of focus emerging from post-election crisis, and unforeseen programmes in some

instances and those emerging from other national emerging needs. These pose challenges in terms of requisite funding as well as in mainstreaming the programmes into the sector's annual work plans.

Some of the challenges unique to the Millennium Development Goals, which acts as a global development benchmark, include global financial and economic crises, the negative impact of the post election violence, prolonged drought in the last several years, inadequate financial resources to fund the Millennium Development Goals sectors, cultural practices that hinder achievement of gender equality in education and employment, regional disparities in the attainment of Millennium Development Goals, conflict arising from volatile borders, climate change, slow technology transfer especially in food production from developed countries to developing countries, inability of developed countries to avail 0.7% of Gross National Income in financial resources for Millennium Development Goals to developing countries as agreed in the Millennium Declaration. Additionally, corruption and breakdowns in governance have also been cited as major reasons why many countries are struggling to reach the Millennium Development Goals.

Despite the difficulties and challenges, Kenya is in a unique and promising position following the promulgation and passing of a new constitution by the government and the people of Kenya. The Government of Kenya (GoK) has already shown increased commitment and support in the implementation of Millennium Development Goals.

Allocations of more resources to fund programmes that directly uplift the living standards of the people and accelerate the attainment of Millennium Development Goals have been 47% adopted by the government. The government has also proposed channeling 15% of its budget to the counties, thus acting as a major boost towards the attainment of the goals.

There is seen to be a lot of support from the government in the realization of Vision 2030 which additionally trickles down to majority of the staff found within the various ministries charged with various tasks. However, among the general challenges listed which include bureaucracy, lack of adequate financial resources, capacity building, human resources, donor conditionality, political interference, corruption, poor coordination, tribalism, nepotism, poor remuneration, and cultural and traditional practices; inadequate financial resources, capacity building and corruption were given as the leading challenges.

However, following the International Criminal Court (ICC) proceedings, the effects are already being felt with analysts projecting a slowdown in economic growth this year, something that could again jolt the implementation process of the Vision 2030 blueprint. Though the Government anticipates the economy to grow by 5.7 per cent this year, according to the Budget Policy Statement tabled in Parliament recently, analysts contend growth

could be depressed and fall below the five per cent mark.

Investments project a slowdown in growth momentum in 2011 of between 4.5-5%. After six Kenyans were paraded at the ICC, following the 2007-2008 Post Elections Violence (PEV), where warlords of failed states like Sierra Leone, DRC, Liberia and the former Yugoslavia among others are being tried, and the presiding judge raised concerns that utterances by politicians could ignite violence, analysts are cautiously optimistic the coming months will be rosy for the economy. The Director General Vision 2030 Delivery Secretariat is however of the belief that the ICC process will take its own course and the economy will also take its own course. This would however be dependent on how Kenyans react as over-excitement or violence could be disastrous for the economy.

Politics is compromising our image negatively and this is not good for the country. There seems to be good reasons to be concerned. First, it is important to note that the implementation of the Vision 2030 blueprint, though in progress, is already behind schedule. While the Government has set a target of 2013 for the economy to commence cruising at double-digit growth, the possibilities of a drawback are now real. Though there are no signs the country could plunge into violence, the rising political tensions could impact on business expansion plans as investors take a wait. This, in effect, has impacts on job creation in a country where unemployment is at alarming levels.

Foreign investors are now being forced to factor in political risks before venturing into the country. While this might not stop them from investing in the country, deciding on where to locate their enterprises is now a critical aspect. Foreign investors want stability. In deed the perception that Kenya is not stable enough is impacting negatively on foreign investments. According to the International Monetary Fund (IMF), in East Africa only Tanzania is ranked among the 10 fastest growing economies in the world largely due to positive effects of political stability. Ranked at position seven, the country is projected to grow at an average of 7.2 per cent over the next five years. With the appearance of Kenyans at the ICC court being viewed as a double-edged sword for the country. Some people might see the process as a commitment to justice and this is good but others see Kenya as a failed state with ineffective institutions.

The study concludes that the implementation of Kenya Vision 2030 strategy is faced by various challenges such as inadequate and limited resource allocation especially in carrying out development activities; poor communication networks especially in corresponds with the Vision 2030 Delivery Secretariat and the various ministries charged with various flagship projects and programmes in the implementation process; political interferences; uncertain political environment; constant inflation compounded with the weak currency; and global

recession hence limited donor funding which is also greatly linked to donor dependency.

Additionally, there has been corruption especially in the misappropriation of funds as seen in the free Primary Education Programme; inadequate and ineffective involvement by the citizens of Kenya; challenges in sustainability of programmes; insufficient disaggregated data; poor linkage of policy, planning and budgeting at the grass root levels; and natural and man-made disasters such as famine, drought, post election violence and economic crisis leading to reprioritization.

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## **DISCUSSION AND CONCLUSION**

The study concludes that the implementation Kenya Vision 2030 is faced by various challenges such as inadequate and limited resource allocation especially in carrying out development activities; poor communication networks especially in corresponds with the Vision 2030 Delivery Secretariat and the various ministries charged with various flagship projects and programmes in the implementation process; political interferences; uncertain political environment; constant inflation compounded with the weak currency; global recession hence limited donor funding which is also greatly linked to donor dependency; corruption especially in the misappropriation of funds as seen in the free Primary Education Programme; inadequate and ineffective involvement by the citizens of Kenya; sustainability of programmes; insufficient disaggregated data; poor linkage of policy, planning and budgeting at the grass root levels; natural and man-made disasters such as famine, drought, post election violence and economic crisis leading to reprioritization.

Despite the fact, the Delivery Secretariat has been able to have many achievements. The Secretariat undertook a perception and awareness study of the Vision 2030 and developed a communication strategy which has come in handy in the communication of strategy to relevant stakeholders, partners and investors alike; it formed the Sector Delivery Secretariat now being operationalized to implement flagship projects; the Secretariat has also held dissemination and awareness raising campaigns on Vision 2030 at the provincial level; it has also disseminated Vision 2030 to key stakeholders both in the private and public sectors in the economy; the Secretariat has held forums with the Media Owners associations, participated in TV and radio talk shows, writing of media

articles on the Kenya Vision 2030 and training of media personnel on the Vision 2030.

The Secretariat has also been able to undertake outdoor communication campaigns by erecting ten billboards on the Kenya Vision 2030 with messages covering various sectors in Nairobi, Mombasa, Nakuru, Kisumu and Eldoret. Additionally, information on the new constitution and Vision were put up on billboards in Nairobi and its environs. Technical output has also been Secretariat also boasts of having participated in Diaspora fora in London and Boston, among others, to rally and drive participation of the Kenyans in the Diaspora in business and investment opportunities towards achievement of the Kenya Vision 2030 goals, additionally, it has participated in developing links with international partners in areas of common interest in the realization of Vision 2030 like Singapore, Botswana and China.

The decision by the government to increase funding towards Millennium Development Goals related programmes has seen funding for health, education, agriculture and infrastructure sectors increase. From the study conducted we can draw several conclusions in the implementation and achievement of Vision 2030. It was evident from the findings that the government has commitment to the implementation of Vision 2030 along with its flagship projects such as the Millennium Development Goals.

The findings further indicated that, going by the Millennium Development Goals, the best implemented goal was on promotion of gender equality and women empowerment. This tremendous achievement touches on the social pillar of Vision 2030, and may be related to the government's affirmative action on 30% inclusion of women in public and social appointments. The worst implemented goals were on decrease in child mortality at 26% and improvement of maternal health at 23%. These goals are difficult to address since they are complex and multifaceted in nature and involve interplay of socio-cultural, environmental, and economic factors.

On the contrary, Kenya's economy has not been seen to grow as fast as it was envisaged in the Medium Term Plan 2008-2012. For example, real GDP was projected to grow at 8.3 percent in 2009/2010 and to reach a level of 10 per cent per annum by 2012, however in 2009, the economy registered below targeted growth rate or 2.6 per cent. Despite the growth of 1.7 per cent realized in 2008, the 2009 performance can be attributed to the 2007-2008 post-election violence.

In summary, Science, Technology and Innovations sector continues to make progress towards achieving Kenya Vision 2030 and the Millennium Development Goals. Information; Communication and Technology Sectors aspires to achieve the status of a knowledge and information-based society; land reforms play a significant role in promoting social, economic and political



development; public sector reform and transformation is a central feature of economic policy reform programs in Kenya; labor, human resource and manpower development sector is a key enabler of national transformation and achievement of Kenya Vision 2030; security, peace building and conflict management is critical to promoting global competitiveness and improvement in the standards of living in the population; Nairobi Metropolitan Development is also crucial for national and regional development. The economic pillar within the Medium Term Plan 2008-2012 has prioritized six productive sectors that have the potential of raising annual economic growth to the desired 10 per cent by 2012. These are tourism, agriculture and livestock, manufacturing, wholesale and retail trade, Business Process Outsourcing, and financial services.

Challenges cut across all these initiatives, along with the three pillars and the foundation, and despite delays in the implementation processes due to revising of policies and procedures so as to curb challenges Kenya is facing on her way to being a newly industrialized middle-income economy that provides high quality life for all its citizens by the year 2030, it must not lose sight of its goals and objectives.

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 so doing, the agency will work in close collaboration with government ministries and departments as well as the private sector, civil society and other stakeholder groups. Competitiveness is a topical pursuit among nations, business firms and individuals. Predictably, the overarching goal of Vision 2030 is to make Kenya a globally competitive and prosperous nation. Among others, some of the initiatives that have been proposed and adopted by countries to achieve competitiveness at the business level include the Cluster Strategy of Development and Productivity Improvement.

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