REPUBLIC OF KENYA

KENYA VISION 2030 DELIVERY SECRETARIAT

FREQUENTLY ASKED QUESTIONS AND ANSWERS ON KENYA VISION 2030

1. What are the Pillars of Vision 2030? and how are they different from the Enablers/Foundations?

Kenya Vision 2030 is the country's long-term development blueprint, launched in 2008 to transform Kenya into a globally competitive and prosperous country with a high quality of life by 2030. The Vision is anchored on three pillars:

- **Economic Pillar – Moving the Economy up the Value Chain:** Focuses on transforming Kenya into a more productive, competitive and industrialised economy through investment, trade, manufacturing, agriculture, tourism, financial services, infrastructure and other productive sectors.
- **Social Pillar – Investing in the People of Kenya:** Seeks to build a just, cohesive and equitable society and improve the quality of life of Kenyans through education and training, health, water and sanitation, housing and urbanisation, environment, and gender, youth, sports and culture.
- **Political Pillar – Moving to the Future as One Nation:** Seeks to establish an issue-based, people-centred, results-oriented and accountable democratic system, supported by devolution, the rule of law, good governance, public participation and national cohesion.

The three pillars are supported by **Enablers and Macro Foundations**, including macroeconomic stability, infrastructure, energy, science, technology and innovation, ICT, land reforms, human-resource development, security, governance reforms, public-sector reforms and enhanced equity and wealth-creation opportunities.

The expected socio-economic benefits include:

- Increased economic productivity and competitiveness;
- Industrialisation and movement up the value chain;
- Employment and enterprise opportunities, particularly for young people;
- Improved access to quality health, education, housing, water and sanitation;
- Improved infrastructure and connectivity;
- Greater private-sector investment;
- Improved public-service delivery and governance;
- Greater national cohesion and social inclusion;
- Increased government revenues and a broader tax base; and
- Improved living standards and quality of life.

2. What is the link between investment in Vision 2030 Flagship Projects and MTP IV?

Vision 2030 is implemented through successive Medium-Term Plans. **MTP IV (2023–2027)** is the current implementation plan and is aligned with the **Bottom-Up Economic Transformation Agenda (BETA)**.

MTP IV focuses on economic turnaround and inclusive growth through a value-chain approach. BETA identifies five core priority areas:

1. Agriculture;
2. Micro, Small and Medium Enterprises (MSMEs);
3. Housing and Settlement;
4. Healthcare; and
5. Digital Superhighway and Creative Economy.

These priorities are implemented across five MTP IV sectors: Finance and Production; Infrastructure; Social; Environment and Natural Resources; and Governance and Public Administration.

Vision 2030 Flagship Projects emphases high-impact, economically viable and socially transformative investments that contribute to productivity, job creation, improved services, competitiveness and inclusive growth.therefore remain important vehicles for translating national development priorities into tangible programmes and projects. Various Flagship projects not implemented or completed in previous MTPs are being done in MTP 4.

3. What would you want the Mwananchi to understand about Vision 2030?

The key message is that Vision 2030 belongs to Kenyans and its achievement requires the contribution of Government, the private sector, counties, communities and individual citizens.

Kenyans should understand that:

- Vision 2030 remains Kenya's long-term national development blueprint.
- Implementation is undertaken through successive Medium-Term Plans, with MTP IV currently covering 2023–2027.
- There will be a Medium Term plan to the close of Vision 2030.
- The Vision was developed through an extensive participatory and consultative process involving experts, stakeholders and ordinary Kenyans.
- Significant progress has been made across infrastructure, devolution, education, health, ICT, energy, governance and other sectors, although implementation gaps remain.
- The Constitution of Kenya 2010 and devolution have fundamentally changed the governance and service-delivery landscape and remain important components of the country's development journey.
- Vision 2030 is not simply about large infrastructure projects. It is about better jobs, incomes, services, productivity, opportunity and quality of life.

- Every Kenyan has a role to play through innovation, entrepreneurship, responsible citizenship, investment, skills development and participation in national and county development programmes.

4. What is your vision for the Vision 2030 Delivery Secretariat (VDS), and what is in your in-tray?

My priority is to strengthen the **delivery, coordination, monitoring, communication and visibility of the Vision 2030 agenda**, particularly as the country moves towards the 2030 horizon.

The key priorities include:

- Fast-tracking implementation of high-impact Vision 2030 Flagship Programmes and Projects;
- Strengthening the identification, appraisal and prioritisation of Flagship Projects based on their national impact, feasibility, sustainability and contribution to development outcomes;
- Enhancing monitoring, evaluation and reporting so that Kenyans can clearly see what has been achieved, what is ongoing and where implementation challenges exist;
- Expanding the use of technology and automation in VDS processes and reporting;
- Making Vision 2030 easier for ordinary Kenyans to understand and relate to;
- Strengthening collaboration with county governments because many development outcomes and projects are realised at county and community level;
- Deepening partnerships with the private sector, development partners, academia, civil society and other non-state actors;
- Supporting innovative and sustainable financing models, including appropriate PPP arrangements;
- Engaging young people as partners in innovation, enterprise, skills development and implementation; and
- Strengthening accountability for delivery and ensuring that implementation is increasingly evidence-based and results-oriented.

The VDS mandate includes providing strategic leadership and direction in the realisation of Vision 2030 goals and working with ministries in the preparation of the five-year Medium-Term Plans.

5. With only a few years remaining to 2030, what should Kenyans expect in the remaining period?

The remaining period should be characterised by **greater urgency, prioritisation and delivery discipline**.

We should expect:

- Accelerated implementation of high-impact Vision 2030 programmes and projects;
- Stronger alignment between national and county development priorities;
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- Greater focus on projects with measurable economic and social returns;
- Faster resolution of implementation bottlenecks;
- Increased mobilisation of private-sector and development-partner financing;
- Greater use of technology, innovation and data in service delivery;
- Stronger monitoring and public reporting of results;
- Protection and sustainability of gains already achieved; and
- A stronger focus on employment, enterprise development, productivity and inclusive economic growth.

The focus should not simply be on completing projects before 2030, but on ensuring that investments produce lasting economic and social outcomes beyond 2030.

6. How do you plan to steer VDS during the current planning cycle?

The approach will be centred on delivery, accountability, communication, partnerships and evidence-based decision-making.

Key areas of focus will include:

- Communicating progress and challenges to Kenyans in a simple and accessible manner;
- Strengthening monitoring and evaluation of Flagship Projects;
- Using data and technology to improve planning and reporting;
- Prioritising high-impact projects and programmes;
- Supporting innovation and digital transformation;
- Strengthening engagement with counties and communities;
- Expanding private-sector participation in development;
- Identifying and addressing institutional, financial, policy and implementation bottlenecks;
- Strengthening stakeholder partnerships; and
- Ensuring that national development planning remains focused on measurable outcomes and citizen welfare.

The VDS currently continues to publish progress reports and scorecards covering implementation across successive MTP periods, including MTP IV.

7. Vision 2030 seeks to transform Kenya into a newly industrialising, middle-income country. How would you rate progress so far?

Progress should be viewed as significant but mixed, with important gains alongside substantial unfinished business.

Kenya has recorded major achievements in infrastructure, ICT, financial services, devolution, education, health, energy and other areas. The Vision 2030 Scorecard covering 2007–2024 provides a consolidated assessment of progress across the successive MTPs.

At the same time, the country has faced significant disruptions, including droughts, floods, COVID-19, global economic shocks, inflationary pressures and other fiscal and structural constraints.

Economic growth has remained positive but below the original Vision 2030 aspiration of sustained 10 per cent annual growth. According to the 2026 Economic Survey, real GDP growth moderated from 4.7 per cent in 2024 to 4.6 per cent in 2025.

The priority now should therefore be to accelerate productivity, value addition, manufacturing, agriculture, MSMEs, digitalisation, investment and private-sector participation while addressing the structural constraints that limit growth.

8. Why does the mention of Vision 2030 often bring to mind projects such as the SGR, Thika Superhighway and Konza Technopolis?

These projects are highly visible examples of the kind of transformative investments associated with Vision 2030.

Their visibility is largely due to their:

- Scale;
- National and regional economic significance;
- Impact on connectivity and infrastructure;
- Potential to attract private investment;
- Employment and business opportunities; and
- Direct effect on how people and goods move and how businesses operate.

However, Vision 2030 is much broader than mega infrastructure projects. It encompasses social development, governance, human capital, agriculture, manufacturing, health, education, ICT, housing, environment, tourism, financial services and many other areas.

The challenge is therefore to communicate Vision 2030 not only through large projects but also through the everyday benefits that citizens experience from development investments.

9. Why does VDS recognise or support projects undertaken by private investors as Vision 2030 Flagship Projects?

Vision 2030 was designed as a national development framework requiring participation by both the public and private sectors.

Private-sector participation is particularly important because Government resources alone cannot finance all the investments required to achieve Kenya's long-term development objectives.

The role of VDS is therefore to ensure that projects recognised as contributing to Vision 2030 are properly aligned with the Vision's objectives and make a demonstrable contribution to national development.

Public-private partnerships remain an important financing and implementation mechanism. Kenya's PPP framework is now governed by the **Public Private Partnerships Act, 2021**, which replaced the 2013 legislation and provides for private-sector participation in financing, construction, development, operation and maintenance of infrastructure and development projects.

10. Vision 2030 initially targeted 10 per cent annual GDP growth. Why has Kenya not consistently achieved this target?

The 10 per cent growth aspiration remains an important benchmark of the level of transformation envisaged under Vision 2030, but actual growth has been affected by both domestic and external factors.

These include:

- Climate-related shocks affecting agriculture;
- High production and energy costs;
- Global economic disruptions;
- COVID-19 and its economic effects;
- Inflationary and cost-of-living pressures;
- Fiscal and debt constraints;
- Weaknesses in productivity and value addition;
- Slow growth in some manufacturing activities;
- Constraints facing MSMEs; and
- Structural challenges affecting investment and competitiveness.

The response should therefore not be to focus only on a headline growth rate, but to address the structural foundations required for sustained higher growth—particularly productivity, investment, exports, manufacturing, agriculture, digital transformation, skills and private-sector competitiveness.

11. The Political Pillar seeks an issue-based, people-centred, results-oriented and accountable democratic society. How far has Kenya progressed?

Kenya has made important institutional and constitutional advances, particularly following the promulgation of the **Constitution of Kenya 2010** and the establishment of devolved government.

The Political Pillar continues to focus on:

- Devolution;
- Governance and the rule of law;
- Democracy and public participation;
- Accountability and transparency;
- National cohesion;
- Protection of rights and freedoms; and
- Effective public service delivery.

At the same time, achieving the full aspirations of the Political Pillar is an ongoing process. Strong institutions, accountable leadership, citizen participation, respect for the rule of law and effective implementation of constitutional principles remain essential.

The appropriate approach is therefore to recognise the progress made while acknowledging the work that remains to strengthen governance and democratic accountability.

12. How difficult has it been to finance Vision 2030 Flagship Projects?

Financing large-scale development projects remains one of the major implementation challenges.

Flagship Projects often require significant capital investment, while Government must balance development expenditure with recurrent obligations, debt-service requirements and other national priorities.

This makes it important to diversify financing sources through:

- Public investment;
- Private-sector investment;
- Public-Private Partnerships;
- Development-finance institutions;
- Development partners;
- Institutional investors;
- Innovative financing mechanisms; and
- Appropriate blended-finance models.

The PPP framework provides a legal basis for private-sector participation in infrastructure and development projects.

The priority should be to select projects that are economically viable, financially sustainable, socially beneficial and capable of delivering measurable outcomes.

13. What are the key employment priorities under Vision 2030?

Employment creation remains one of the central socio-economic objectives of Vision 2030.

The strategy is to create productive employment by expanding sectors with strong potential for job creation and income generation, including:

- Agriculture and agro-processing;
- Manufacturing and value addition;
- MSMEs and entrepreneurship;
- Special Economic Zones;
- Digital economy and ICT;
- Creative industries;
- Tourism;
- Blue economy;
- Housing and construction;
- Infrastructure development; and
- Emerging industries and technology.

Equally important is the development of skills that match labour-market requirements. Technical and Vocational Education and Training (TVET), industry-academia linkages, entrepreneurship development and digital skills are therefore critical to ensuring that young Kenyans are prepared for available and emerging opportunities.

14. Industrialisation and manufacturing have not expanded as rapidly as originally envisaged. How can Kenya accelerate progress before 2030?

Kenya needs to move more aggressively from a predominantly consumption-driven economy towards **production, value addition, export competitiveness and industrialisation**.

Priority actions should include:

- Strengthening Special Economic Zones and industrial parks;
- Attracting both domestic and foreign investment into manufacturing;
- Reducing the cost of energy and other production inputs;
- Improving transport, logistics and digital infrastructure;
- Increasing access to affordable and long-term finance;
- Promoting local value addition in agriculture, livestock, fisheries and minerals;
- Improving the ease and cost of doing business;
- Strengthening standards, quality assurance and market access;
- Expanding export-oriented manufacturing;
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- Supporting MSMEs to integrate into industrial value chains;
- Developing industry-relevant technical and vocational skills;
- Promoting technology transfer, research and innovation; and
- Deepening public-private partnerships.

The objective should be not merely to increase the number of factories, but to build competitive Kenyan value chains that create jobs, increase exports, raise productivity and generate higher incomes.

15. What are the main challenges facing implementation of Vision 2030 Flagship Projects?

The major challenges include:

- Inadequate or delayed financing;
- Rising project costs;
- Delays in procurement and project implementation;
- Land acquisition and resettlement challenges;
- Policy, regulatory and institutional bottlenecks;
- Coordination challenges across national and county governments;
- Weak project preparation and feasibility assessment in some cases;
- Governance and accountability challenges;
- Capacity constraints among implementing institutions;
- Changes in priorities and implementation environments;
- Climate-related shocks, including droughts and floods;
- Global economic shocks; and
- Inadequate or delayed stakeholder and community engagement.

The response should be to strengthen project preparation, prioritisation, financing, monitoring, accountability, stakeholder engagement and implementation capacity.

16. What are the main obstacles limiting private-sector participation in Kenya's development process?

Some of the key constraints include:

- High cost of finance;
- Limited access to long-term development capital;
- High cost of energy and other production inputs;
- Land acquisition and land-related costs;

- Regulatory and administrative burdens;
- Uncertainty or delays in policy and regulatory processes;
- Limited infrastructure in some locations;
- Market-access constraints;
- Limited project pipelines that are sufficiently prepared for private investment; and
- Perceived risks associated with long-term investment.

The solution is to create a predictable and competitive investment environment, strengthen project preparation, improve the PPP pipeline, reduce unnecessary regulatory barriers, expand access to finance and provide appropriate incentives for productive investment.

17. What has been the impact of COVID-19 on Vision 2030 Flagship Projects?

COVID-19 disrupted implementation across virtually all sectors of the economy.

Its effects included:

- Slower economic activity and investment;
- Disruptions to supply chains;
- Delays in construction and project implementation;
- Reduced government revenues and fiscal space;
- Reallocation of public resources towards health and emergency response;
- Increased unemployment and vulnerability;
- Reduced investment and business activity; and
- Challenges in physical monitoring and stakeholder engagement.

However, the pandemic also accelerated some aspects of digital transformation, innovation and health-system strengthening.

The lesson for Vision 2030 is that development planning must incorporate **resilience, risk management, digitalisation, climate adaptation and flexible financing mechanisms** so that future shocks do not disproportionately derail implementation.

18. What is the role of counties in achieving Vision 2030?

Counties are essential partners in delivering Vision 2030 because many development outcomes are realised at the local level.

The counties are responsible for functions that directly affect citizens' quality of life, including areas such as health services, agriculture, local infrastructure, water and sanitation, urban development and local economic development.

VDS therefore needs to deepen collaboration with counties to:

- Align national and county development priorities;
- Strengthen monitoring of projects and outcomes;
- Share data and development information;
- Promote innovation and automation;
- Support employment and enterprise creation;
- Identify high-impact county investments; and
- Ensure that national development investments generate benefits at community level.

Recent VDS work assessing county automation, e-government and employment creation demonstrates the growing importance of county-level performance, digital service delivery and employment outcomes in the national development agenda.

19. How will Vision 2030 remain relevant beyond 2030?

Vision 2030 is a long-term national development blueprint whose core objective is to transform Kenya's economy and society. The year 2030 is an important milestone, but development itself does not end in 2030.

As Kenya approaches 2030, the focus should increasingly be on:

- Consolidating the gains achieved;
- Completing viable high-impact projects;
- Addressing unfinished development priorities;
- Measuring the actual outcomes of investments;
- Strengthening institutions and human capital;
- Building economic resilience;
- Preparing the next generation of national development priorities; and
- Ensuring that investments made under Vision 2030 continue generating benefits beyond 2030.

The transition should therefore be from a deadline-driven approach to a sustainable development approach, ensuring that the achievements of Vision 2030 provide a strong foundation for Kenya's next long-term development phase.

20. What is the single most important message you would give Kenyans about Vision 2030?

Vision 2030 is not simply a Government programme; it is Kenya's national development agenda. Its success should ultimately be measured not by the number of projects announced, but by whether Kenyans experience better jobs, higher incomes, improved public services, greater economic opportunity, stronger institutions and a better quality of life.

As we approach 2030, the priority must be to accelerate delivery, strengthen partnerships, resolve implementation bottlenecks, protect the gains already made and ensure that every major development investment delivers measurable and lasting value to the Kenyan people.

The VDS will continue to work with Government institutions, counties, the private sector, development partners and citizens to ensure that the Vision remains focused on delivery, inclusion, accountability and sustainable national transformation.