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Factors influencing the Vision Delivery Board in coordinating the implementation of Kenya vision 2030

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**FACTORS INFLUENCING THE VISION DELIVERY BOARD IN COORDINATING
THE IMPLEMENTATION OF KENYA VISION 2030**

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073606



**Submitted in Partial Fulfillment of the Requirements for the Degree of Masters in Public
Policy and Management at Strathmore University**

Institute of Public Policy and Governance

Strathmore University

Nairobi, Kenya

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ABSTRACT

Kenya Vision 2030 is a long-term national development blueprint whose overarching goal is to transform the country into a newly industrializing, globally competitive and prosperous economy with a high quality of life for all its citizens by the year 2030. In February 2009, the government of Kenya established the Vision Delivery Board as a special purpose vehicle to coordinate the implementation of the Vision 2030. Whereas Vision 2030 has been fully adopted as the basis of development planning in Kenya for over a decade now, evidence available does not show the existence of an incisive study that assesses the performance of the Vision Delivery Board in supporting the realization of the Vision. This study is intended to fill this knowledge gap by examining the factors that influence the performance of the Vision Delivery Board in coordinating the implementation of Kenya Vision 2030 plans, projects and programmes. Insights gained from such a study are of critical importance to the government, citizens and all stakeholders because of the Vision's promise to all citizens of a high quality of life in a clean and secure environment. The study focused on stakeholders who, on account of their position, are deemed to have a close association and knowledge of the Vision Delivery Board and Vision 2030. The research employed a qualitative approach using a questionnaire as the primary data collection instrument on the target population comprising the Board members and senior Staff in the public sector. A structured questionnaire was administered to the selected sample of 51 subjects where 40 responses were received attaining a 78% response rate. The study found that the Vision Delivery Board continues to successfully provide strategic leadership and coordination in the implementation of Kenya's vision 2030. It also identified gaps in the constitution of the Board with the key finding being that private sector ought to be more involved in the Board. A large proportion, 93 percent, of the respondents indicated that the composition of the Board had a greater impact on the Board's ability to influence the achievement of Vision 2030 goals. In addition, the study established that there is a need for more involvement of government ministries, implementing agencies and private sector participants in the entire Vision 2030 process from preparation of documents and schedules to implementation of the Vision 2030 projects. Further research should be conducted on the key factors that have enabled achievement of similar development plans in other jurisdictions.

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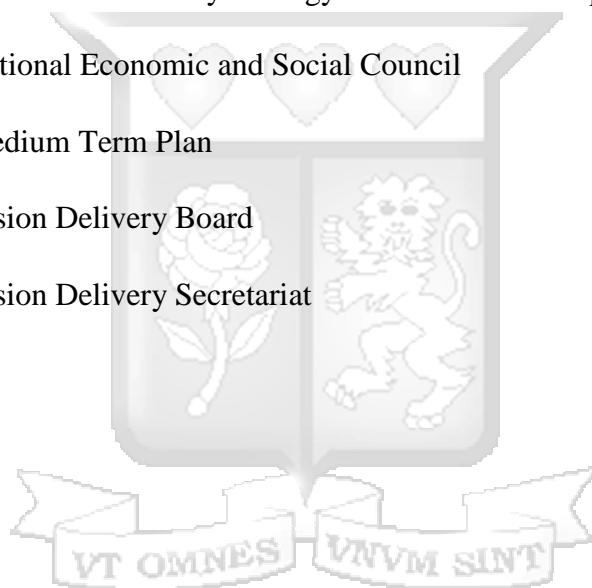


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ABBREVIATIONS AND ACRONYMS

USD	United States Dollar
GDP	Gross Domestic Product
KNBS	Kenya National Bureau of Statistics
ERS	Economic Recovery Strategy for Wealth and Employment Creation
NESC	National Economic and Social Council
MTP	Medium Term Plan
VDB	Vision Delivery Board
VDS	Vision Delivery Secretariat



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DEDICATION

I dedicate this work to my son Paiye Mutua Njire Mengo who has been a daily source of encouragement to me as I put in lots of hours to get it done.



CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Strategic planning in Kenya's public sector is both a statutory requirement and a pragmatic necessity for the national government, ministries, county governments, state departments and agencies. Importantly, the strategic planning process requires the identification and selection of a development pathway that takes into consideration the current and projected environment as well as an institution's capabilities. A special case of national strategic planning is Kenya's Vision 2030; the long-term national development blue-print whose overarching goal is to transform the country into a newly industrializing, globally competitive and prosperous economy with a high quality of life for all its citizens by the year 2030 (Republic of Kenya, 2008).

Among other specifications, the Vision envisages the graduation of Kenya from a low income to an upper middle-income economy by 2030 through the implementation of large transformational projects, plans and programmes over the plan period, from 2008 to 2030. Accordingly, the government of Kenya established the Vision Delivery Board in February 2009 to be a special purpose vehicle to coordinate the implementation of this ambitious development framework. Whereas Vision 2030 has been fully adopted as the basis of development planning in Kenya for over a decade now, evidence available does not show the existence of an incisive study on the factors that influence the Vision Delivery Board in supporting the realization of the Vision. This study was intended to fill this knowledge gap.

1.2. Kenya's Economic Development Journey

After making initial gains soon after independence in 1963, Kenya's economy started declining where the economy was mostly on a downward trend during the late 1980's and further deteriorating by the late 1990s. Specifically, from the 1980s to 2002, the economy performed below its potential with average annual growth rate dropping from 6% in the 1960s to average at 2.2% in the 1990s with low economic and employment growth and a decline in productivity. Consequently, per capita income at constant prices declined from USD271 in 1990 to USD239 in 2002 (Government of Kenya, 2003). Mwega (1999) report that some of the reasons for this poor performance included poor implementation of economic policies, mismanagement, and weak institutions of governance. The 2000s saw renewed growth in the economy largely attributed to

new development plans and supportive policies focused on employment and wealth creation, innovative domestic revenue and investment enhancing mechanisms. Figure 1.1 below shows the historical trend in economic growth and provides a useful summary of the development outcomes discussed.

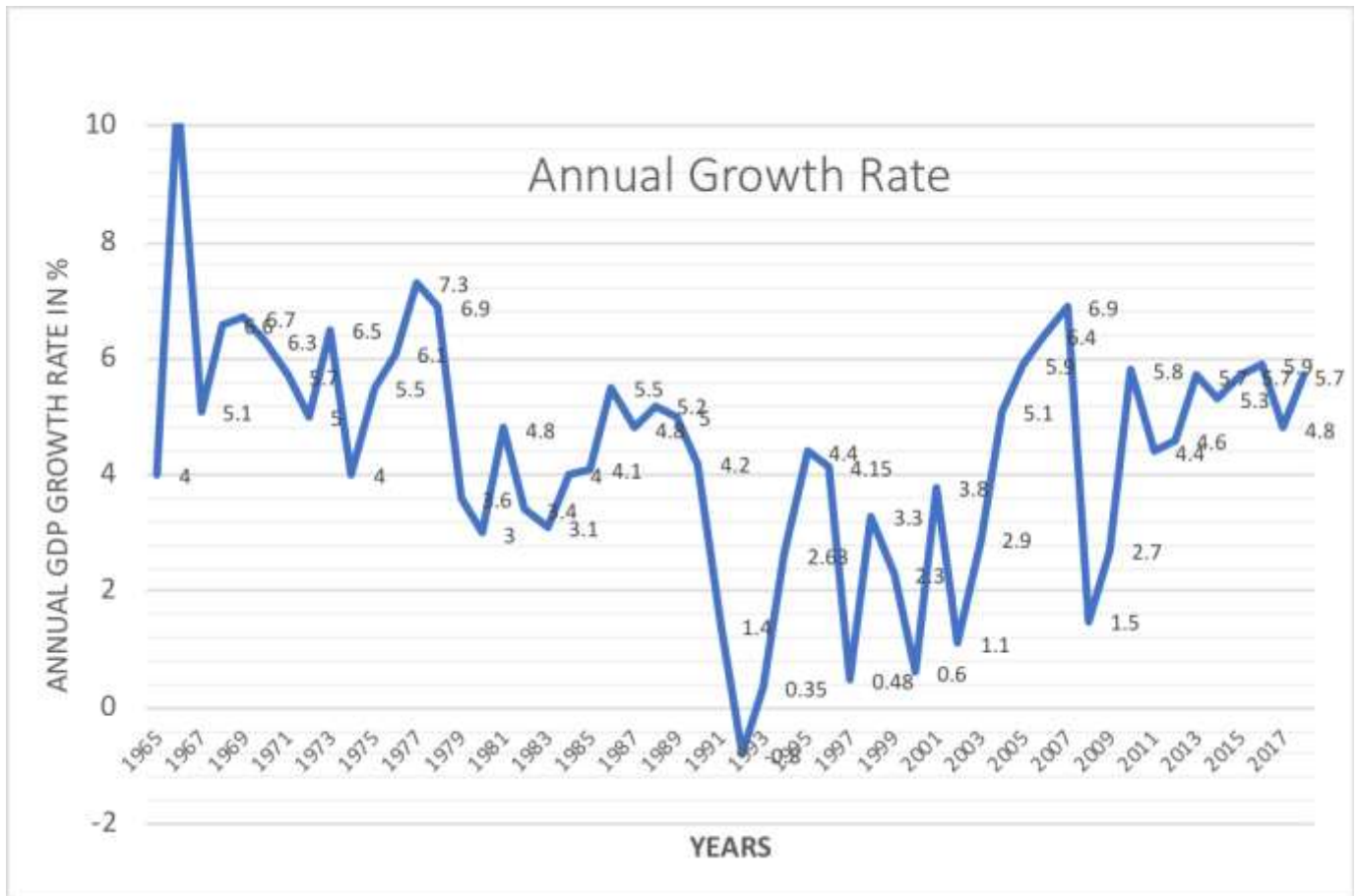


Figure 1. 1: Kenya’s GDP growth rate 1965-2018

Source: own computation-using data from KNBS

This less than impressive economic growth in Figure 1 above can be explained by a review of the government’s institutional frameworks that had been established to support development planning and implementation. Some of these are interagency institutions that included decentralized coordination agencies to oversee the implementation of largely rural focused development plans in the 1980s and 1990s that were not effective in implementing the

development plans. The 1967 Special Rural Development Programme (SRDP) Development introduced District Development Committees (DDC) to enhance coordination and support for the decentralized planning, which was recognized in the second National Development Plan (1970-4). The SRDP was regarded as a failure but the DDC structures were maintained and the position of District Development Officer (DDO) created. Furthermore, District Development Advisory Committees (DDACs) were formed comprising Members of Parliament and members of the Local Authorities to play an advisory role in the implementation of the development plans. The DDACs were however shortly abolished in 1972 and its members incorporated in DDCs.

By 1983, the District Focus Policy for Rural Development (DFPRD) was introduced where DDCs were identified as the key implementing agencies incorporating the various stakeholders including the district national ruling political party's executives (Rutten, 1990). The above experiences marked a period of decentralized planning with a coordination agency guiding implementation. The foregoing clearly shows how past attempts to coordinate the implementation of national development plans have been unsuccessful in Kenya. The National Poverty Eradication Plan (NPEP) that was launched in 1999 then set up the Commission of Poverty Eradication assisted by the Poverty Eradication Unit to then oversee implementation of the plan.

The NPEP was succeeded by Economic Recovery Strategy for Wealth and Employment Creation (ERS), a five-year plan that ran between 2003 and 2007. National Economic and Social Council (NESC) which was established through Gazette notice No. 7699 of September 2004 was mandated to coordinate and advise the Government on strategic policies aimed at promoting economic growth, social equity and employment creation, thereby reducing poverty and inequality. The ERS further established clear roles of Ministries and Government Departments to guide development. At the local level, implementation was to be guided by an equivalent of the NESC, established through restructuring of the District Development Committees (DDCs) to assist in effecting the actions outlined in the Recovery Strategy at the district, constituency and community level. This ensured that the local levels were involved in implementation of the strategy and intrinsically influence effective and efficient implementation that met the area specific needs. This development framework was followed by Vision 2030 in 2008, which is implemented through five-year development modules.

A key feature that sets ERS and Vision 2030 apart from previous development plans called National Development Plans, was the introduction of a single national advisory and coordination institution with multi-stakeholder representation. This was NESC, with the mandate of advising the government on social and economic issues (ERS, 2003) which was critical during the ERS period and the Vision Delivery Board introduced in 2009 with advisory and oversight roles.

1.2.1. Kenya Vision 2030

Vision 2030 was conceptualised, completed and launched in recognition of the fact that the ERS did not effectively achieve the envisioned economic recovery (Government of Kenya, 2007). The stretch goal of Vision 2030 of propelling the country to join the ranks of upper middle-income countries by the year 2030 required Kenya to increase the gross national income per capita to at least US\$ 3,856 by then. Thus, the Vision was created as a strategy to achieve transformation from the low socio-economic base and this called for ambitious, innovative and sustained interventions to harness the country's potential and marshal all the resources towards the identified goal. For ease of implementing this long-term plan, the strategy team of NESC segmented the 22-year plan into detailed implementation plans with interim milestones resulting in five-year Medium-Term Plans (MTPs) that were designed to mirror the electoral cycle thereby permitting each political administration to configure its development strategy in detail at the beginning of its term. The five-year development phases provide strong bases for governments to set their priorities within the Vision 2030 framework and strive to deliver tangible results for the citizens during their term. Consequently, MTP I and MTP II and now MTP III were developed and implemented/being implemented in the plan periods 2008 - 2012; 2013 - 2017 and 2018-2022, respectively.

Vision 2030 is structured around Foundations (Enablers) and the Economic, Social and Political Pillars which are disaggregated into 26 sectors as shown in Appendix 1. To improve the implementation of the Vision goals, the following were clearly defined in each sector: specific flagship projects; strategic objectives; activities and programs as well as measurable outputs. This log frame structure permits directed and unambiguous interventions to support the Vision. The structure is also amenable to an objective monitoring and evaluation system. The third plan, MTP III 2018-2022 places a particular focus on four sectors, Manufacturing and Agro-

processing; Affordable Housing; Food and Nutrition Security; and Universal Health Coverage under the “Big Four Agenda”.

In line with Gazette Notice no. 1386 of 2009 a substantial role in the implementation of Vision 2030 is given to the Vision Delivery Board (VDB) under the mandate of providing strategic leadership and co-ordination in realization of Vision 2030 and collaborating with line ministries in developing the five-year medium-term plans for the realization of the Vision. The secretary to the Vision Delivery Board is the Director General of Vision Delivery Secretariat.

1.3. Vision Delivery Board

The institutional architecture to anchor the implementation of Vision 2030 was specified in the Vision document itself which stated that:

“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” p26 (Republic of Kenya, 2007)

Moreover, the Vision 2030 document amplified that: *“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 MTPs 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”* p26, (Government of Kenya, 2007)

Guided by the provisions stated above, the government created the legal and institutional framework to guide the implementation of Vision 2030 by establishing the Vision Delivery Board (VDB) and its Secretariat, the Vision Delivery Secretariat (VDS) through a Gazette Notice no 1386 of 17th February 2009 (Kenya Gazette, 2009).

1.3.1 Mandate of the Board

According to the Gazette notice 1386, the VDB was mandated to:

- (a) play a policy-making and advisory role and provide overall leadership, oversight, guidance and policy direction in implementation of the Vision and sustenance of momentum in realizing the goals and aspirations under the Vision; and
- (b) be responsible for setting targets and evaluating the results achieved.

The Board's mandate was thus mandated to spearhead the implementation of the Vision as the country's blueprint and strategy towards making Kenya a newly-industrializing middle income country capable of providing a high quality of life for all its citizens by the year 2030. It is worth noting that the 2009 executive order still stands and has neither been revised nor repealed. This implies that the government continually trusts in the mandate of the Vision 2030 Delivery Board (VDB) to perform its core function of overseeing the attainment of the Vision by the year 2030 and has perhaps been effective in carrying it out.

1.3.2 Composition of the Board

At the time of its formation, the members of the Board were to comprise a non-executive Chair, Head of the Public Service and Permanent Secretaries from 19 ministries, which was later expanded following Gazette Notice No. 2059 dated 10th February 2012. Other members are from government agencies including the Central Bank, The Kenya Investment Authority, the Capital Markets Authority and National Economic Social Council (NESC). The other members are seven persons representing the private sector "with expertise and experience in the areas relevant to the Vision 2030", and who according to the 2009 Gazette Notice, would be nominated by the Prime Minister. These appointments would in turn be made by the President and published in the Kenya Gazette. Representation from the private sector is granted on a three-year basis. This brings the number of board members to thirty-two initially then thirty-six, following the 2012 additions. The current Board comprises 43 board members, with 7 being representatives from the private sector, who are all appointed by the President.

With the Board's role of providing advice and overall leadership, oversight and guidance and policy direction, it is necessary that the Board's composition is structured in a manner to make it (the Board) a good platform to steer policy and bring about closer collaboration. Further it should allow the Board to emphasize the importance of multi-stakeholder collaborations and citizen participation while harnessing the energy of the private sector as the engine of economic

development for timely and efficient delivery of the Vision 2030. The composition should not only have the right balance of power and network but also have the skills and expertise to ensure that the policy environment supports delivery of the Vision. Though fairly inclusive, the large number of board members is dominated by public servants which may suggest that the structure of the board could on the other hand be a liability and a hindrance to its proper functioning.

1.3.3 Capacity of the Vision Delivery Secretariat

The Vision Delivery Secretariat was formed at the operational level and mandated to spearhead the implementation of the Vision as the country's blueprint and strategy towards making Kenya a newly-industrializing middle income country capable of providing a high quality of life for all its citizens by the year 2030. The detailed functions of the Vision Delivery Secretariat are indicated in Appendix 2.

One of the key tenets that underlie the implementation of Vision 2030 is the focus on supportive and appropriate legal and institutional framework. In this respect, supporting these institutional arrangements were Sector Delivery Secretariats as shown in Appendix 3 that were established in several ministries to coordinate the implementation of Vision 2030 flagship projects.

The organization of Government Circular of 2008 established the Ministry of Planning, National Development and Vision 2030, as a State Department under the Office of the then Prime Minister. In the February 2009 Gazette notice, which created the Vision Delivery Board and Vision Delivery Secretariat, the Ministry that is a member of the board, through its Permanent Secretary was mandated to table a progress report at the meetings of the Cabinet Committee. Furthermore, significant anchoring of Vision 2030 was achieved in 2012 when the Ministry of Planning, National Development and Vision 2030 spearheaded and sponsored a Vision 2030 Cabinet Paper which provided that Vision 2030 is the only development framework for Kenya (Kenya Vision 2030, 2012). In examining the performance of the Vision Delivery Board, it should be borne in mind that the forgoing overarching frameworks are intended to provide an enabling capacity and conducive environment for the Board to execute its mandate.

The VDB has so far seen implementation of two Medium Term Plans (MTP I & II) and has just overseen the launch of the Third Medium Term Plan (MTP III) 2018-2022. In its operations, the Board has constituted six board committees including the Audit & Governance Committee,

Communication and Strategy Board Committee, Economic and Macro Board Committee, Enablers Board Committee, Finance & Administration Board Committee and the Social & Political Board Committee as shown in Appendix 4. This use of board committees is regarded as a best practice in corporate management and has potential to positively influence the performance of VDB. It is instructive to note that these Board Committees are supported by a cohort of about 21 members of Secretariat staff who comprise 7 members of the management team and other staff. These staff members are drawn from various disciplines that are in line with the pillars of Vision 2030.

Evidence of poor performance of related institutions in the past in Kenya suggests that achievement of the specified mandate may not be that easy. A review of selected indicators helps to bring these concerns to light. In the economic front for instance, the average annual growth in Kenya's gross domestic product in the Vision 2030 period, 2008 to 2018 has been 4.73%, which falls short of the 10% annual average expected from 2012. Also, Kenya's score in the global competitiveness index in 2018 at 53.67 was low compared to the aspirator upper middle-income economies, which averaged 52 in 2018. Furthermore, key indicators of performance in the social sector, such as unemployment, health etc. remain poor.

A closer examination of the implications and expectations from the expansive mandate and functions of the Vision 2030 Delivery Board reveals that the government has placed a heavy burden and responsibility on the Board and its Secretariat. This suggests that the government continues to trust in the mandate of the Vision Delivery Board (VDB) to perform its core function of overseeing the attainment of the Vision by the year 2030. A case is therefore made of the need to examine the performance of the Board against the delivery of the functions.

1.4. Problem Statement

Corporate governance as a management approach in the private sector has been proven through extensive research to produce efficiency and effectiveness. There is now a trend towards transferring this model for efficiency and effectiveness into the public sector. Public sector corporate governance is distinguished from the private sector by its need for significant objective diversity and management constructs. Jordan 2014, in his review of Corporate Governance in the Public Sector, noted that focus is placed on changes to structures that allow for more autonomous decision-making as well as increased collaborative information sharing. As organizations

endeavor to control and manage this phenomenon, great pressure is placed on structures, processes, and boundaries of the organizational entity.

Unlike the private sector, the public sector also suffers from lack on a significant body of research on its governance. Concern is raised on how this structure of governance will motivate public sector executives to meet their performance objectives in an efficient and effective way as a base of good public sector corporate governance. Good governance is one of the major steps in ensuring effective implementation of service delivery and addressing challenges in enhancing the quality of service delivery in the public sector.

Attainment of Kenya Vision 2030 and inclusive development outcomes does not only require adequate physical, human and financial resources but also visionary and appropriate leadership to anchor service delivery. The Vision Delivery Board is thus mandated to spearhead implementation of Kenya Vision 2030 by providing overall leadership, oversight, guidance and policy direction in implementation of the Vision and sustenance of momentum in realizing the goals and aspirations. Considering that the wide functions bestowed on an institution that by design and operation lacks a direct implementing mandate and has neither the adequate resources nor the capacity to implement the Vision, a lot of questions are hence raised on the performance of the Board.

The Vision Delivery Board's capacity includes principal secretaries, chief executive officers of selected government agencies, private sector firms and organizations who bring various areas of expertise to the board. Whereas this inclusive composition offers the board a good platform to steer policy, bring about closer collaboration and mainstream the private sector as the engine of economic development the board's sheer size and diversity may lead to inaction and inability to provide speedy and appropriate guidance for the achievement of the Kenya Vision 2030 goals. The funds necessary for the implementation of activities by the Board and Vision Delivery Secretariat are appropriated by The National Treasury and Planning. This thus begs the question on whether there is adequate resource allocation to effectively execute the board's mandate.

This study proposed to examine how the VDB has carried out its mandate in light of the aforementioned by first documenting and analyzing its current operations and relating these activities to the implementation of Vision 2030. Among the main functions of VDS is provision of strategic authority and co-appointment in the acknowledgment of the general objectives and

targets of the Vision and its Medium-Term Plans and to drive and deal with the change processes. Additionally, it provides a contact between Government services and non-government actors (private sector; civil society, academia; development partners) in every sector and ensures that all undertakings and projects contained in the Vision and the MTPs are well enabled, driven and finished on plan (Republic of Kenya, 2008).

1.5. Specific Objectives

The general objective of the study was to analyse the factors influencing the Kenya Vision Delivery Board in coordinating the implementation of Kenya's Vision 2030. The specific objectives of this study were to:

- i) Ascertain the extent to which the Vision Delivery Board has carried out its mandated functions
- ii) Establish the impact of the composition of the Vision Delivery Board on its performance
- iii) Ascertain the effect of the financial resources allocated to the Board on the implementation of Vision 2030
- iv) Determine whether the capacity of the Vision Delivery Secretariat has any effect on the implementation of Kenya Vision 2030.

1.6. Research Questions

In an endeavor to achieve the objectives stated above the specific research questions answered in this study are as follows:

- i). To what extent has the Vision Delivery Board been successful in carrying out its mandated functions?
- ii). What gaps exist in the composition of the Board relative to its mandate?
- iii). What effect do the financial resources allocated to the Vision Delivery Board have on its performance?
- iv). What role does the capacity of the Vision Delivery Secretariat have on the implementation of Kenya Vision 2030?

1.7. Significance of the Study

Examining and ascertaining the role that the Vision Delivery Board has played in spearheading the implementation of Vision 2030 is of critical importance to the government, citizens and all stakeholders because of the Vision's promise to all citizens of a high quality of life in a clean and secure environment. This study has provided evidence to these stakeholders of the extent to which the Board has been able to deliver its mandate and the challenges facing execution of this mandate.

Further, because of the need for continuous improvement, business unusual practices as well as transformation, it is critical to understand and document the institutional gaps that may hinder the implementation of Vision 2030. Kenya's development planning and implementation are anchored on Vision 2030. The proper functioning of the overarching institution that is mandated to oversee the Vision's implementation is a matter of economic, moral and political concern to the government, the board members, the board's employees and all citizens. Hence the findings are key for policy makers to explore ways of enhancing the board's mandate or structure to ensure effective execution of the given mandates in implementation of the Vision. Noting the scarcity of research in the public sector, the study would form a basis of knowledge for future Corporate Governance implementation policies.

A relevant, though indirect justification for this study is provided by the World Economic Forum where Kenya's rating on Global Competitiveness with respect to the Pillar of Institutions has remained low: at 53.7 (out of 100) compared to an average 75 for all the economies in upper middle-income category in 2018. This reality suggests that for Kenya to be globally competitive as envisaged in Vision 2030, the performance of institutions, such as VDB, should be addressed and improved. It is expected that outputs from this study will contribute to new knowledge for use by academia, think tanks and development institutions.

1.8. Scope of the Study

This study has entirely been based on the Kenya Vision 2030 and is a cross-sectional research on the role the board plays in the implementation of Kenya's development blueprint Vision 2030, its impact in implementation, and gaps in the VDB towards the country's realization of Vision 2030. It is based on the Kenyan landscape, for which the Vision 2030 has been developed.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature related to the subject matter of the study. Based on the reviewed literature a conceptual framework was developed identifying the key variables as to the board organization and function. An overview of the literature indicates that research on corporate governance is predominantly in the private sector and on organisational economic performance. There is a shortage of corporate governance research in the public sector, which has in the past decade adopted a system of governance more aligned to a private sector model. Insights gained from this literature review provided a better understanding of existing knowledge in the problem area and informed the delineation of a suitable conceptual framework and selection of an appropriate research methodology for this study. The chapter concludes by summarizing the literature review with a brief discussion of identified research gaps.

2.2 Theoretical Foundation

There are several theoretical perspectives about governance and the extent of board involvement within the field of corporate governance, which can be used to determine the extent to which governing bodies participate in strategy and implementation within public entities. According to Kiel & Nicholson, (2003), the contribution and influence of boards as a key driver of performance have been considered by researchers of different disciplines, including organization and management theory, in this regard, numerous theories have been advanced over the years to describe the roles of boards and their performance to some extent. The main theories that are discussed below are: Agency Theory, Stakeholder and Upper Echelon Theory.

2.2.1 The Agency Theory

The earliest forms of governance were postulated from capitalistic ideologies of profit maximization rather than the humanity progression views. The agency theory, developed in the financial economics literature (e.g., Jensen and Meckling, 1976; Fama and Jensen, 1983), has been widely used in theoretical discourse to document and explain the principal-agent relationship that may subsist between two sets of actors. In summary, the theory can be described as an economic approach to governance that is based on the relationship that exists between the owners and the owners and the managers of an organization. The owners are herein viewed as the 'principals', and the managers of the organisation are described as 'agents. Corporate

governance in agency theory is derived from the contract between the 'principal' and 'agent' determined by financial remuneration. According to Jensen and Meckling (1976) the main objective of the relationship is to minimise the agency costs sustained by the principals by imposing internal regulator measures to have the self-serving agents in check. The researchers however argue that the managerial interests of the agent may not be aligned with the principal's where the former is concerned with the maximisation of their own monetary rewards.

To cure this forgoing problem, agency theorists have postulated that setting up external and internal control mechanisms to assist check the extremes of the agents. For instance, putting a board in place that is independent of management can be a means of ensuring internal control of the management. The board can affect mechanisms such as using financial incentives, governing management's pronouncements and evaluating their effect on shareholder's wealth (Fama and Jensen, 1983) to control the corporate agency problem. Fama and Jensen (1983) suggest that, for board effectiveness, decision management (instigation and implementation) be detached from decision control (ratification and monitoring). The researchers elucidate that decision management is the role of the manager (agents) while decision control is the role of a board. In order to ensure that an institutions' mission and vision are realised, the board's key role thus becomes monitoring the activities of the management so as to reduce agency costs and maximise shareholder's wealth. In a recent review, Dalton et al. (2007) summarized the three-main ways of minimizing agency problems. First, for better monitoring and control of the management, they suggested that there should be more board independence. This can be ensured by having more outside than inside directors. In addition, the board's chairperson and the institution's executive director should be different persons. Second, mergers and acquisition can be a good form of exerting external control and be a good measure of disciplining mischievous managers who stand the risk of losing their jobs in such eventuality. Last but not least, agents should have equity ownership of the firm. Managers who share part of the firm then have a vested interest in seeing the firm succeed and thus towards defending stakeholder interests and generating value for them, which they are a part of.

With respect to the study, exclusive reliance on agency theory was not be appropriate because the theory is concerned more on the private corporate structure for profit maximization and the complexities of organizational life are ignored.

2.2.2 Stakeholder Theory

Stakeholder theory is based on the notion that organisations consist of various stakeholders and that they should be managed with these stakeholders in mind, Greenwood (2001). Stakeholders in this case are defined as a person or a group of people such as associations, communities, government etc. that have or claim ownership, rights, or interests in a corporation and its activities, past, present, or future and can either affect or be affected by these activities. Clarkson (1995) observed that such claimed rights or interests are the result of transactions with, or actions taken by, the corporation, and may be legal or moral, individual or collective. In this case, stakeholders with similar interests, claims, or rights can be classified as belonging to the same group: employees, shareholders, customers, and so on. The board in a stakeholder approach tend to be representatives or advocates of the interests of the persons or groups which they serve. By incorporating different stakeholders on boards, Cornforth (2003) argues, it is expected that organizations will be more likely to respond to broader social interests than the narrow interests of one group. This researcher opines that such liberal inclination makes the stakeholder theory an attractive framework to conceptualise the activities of the Vision Delivery Board.

2.2.3 Resource Dependency Theory

According to this theory, the primary role of the board is to provide resources for the board whether monetary or otherwise including advice, information, networks etcetera. Organizations in the current environment operate as open social systems unlike the past where individualism could foster. The firms are linked with the state of their environment and as such they must obtain support from their social context whether its in form of resources and social legitimacy. In light of the ongoing technological revolution where the world has become a global village, organizations are more intertwined with not only their areas of operation but are inclined to ensure that their goals and systems do not infringe others globally. External resources in this shared environment are therefore an important element of the strategic and tactical management of an organisation.

Pfeffer and Salancik, (1978) highlight that board members ‘provide access to resources needed by the firm. For example, outside directors who are also executives of financial institutions may assist in securing favourable lines of credit; outside directors who are partners in a law firm provide legal advice, either in board meetings or in private communication with firm executives,

that may otherwise be costlier for the firm to secure'. The organizations also get to benefit from networks fostered by the outside board members.

Resource dependency theory also adopts a broad view that expertise and knowledge of managers add to the resources meant to improve firm performance. The resource provision also includes provision of advice to manage the strategic actions. Based on this theory, businesses that are struggling with insufficient financial resources have high probability of appointing a representative of financial organisations to their board. This theory, therefore, signifies that expertise as well as know-how of directors are resources that can help the firm perform better.

2.2.4 The Upper Echelons Theory

The Upper Echelons originated by Hambrick and Mason (1984) focuses on the view of the top management of organisations as a reflection of the organization's outcomes. Organizational results, both strategies and effectiveness, are emulated by the values and cognitive bases of the influential and significant players of the organisation. Strategic and tactical management approaches require interactive relationships of individuals to mine on their cognitive difference and exchange ideas. Studying the top management in terms of how the management reason, make decisions and act based on their interpretation of precise strategies can thus be useful in drawing valuable inferences for the performance of the organisations they run. Proponents of the theory argue that top management of organisations conduct themselves based on how they understand explicit strategic circumstances; and these understandings are visibly a role of their demography such as age, education, functional, career and peripheral experiences, soci-economic background, financial position values and personalities. Hence, we might be able to predict organisational results, if these experiences, ethics and traits can be captured.

In addition, Hambrick and Mason (1984) emphasized two things. First, it is important to put more emphasis on the features of the top management rather than concentrating on one top executive (i.e. the chief executive officer). Management is viewed as collective rather than individualistic. It is a collection of cognitions, skills, interactions and an activity shared by the whole top management team. However, there needs to be homogeneity among the top management for effective governance and to offer a reflection of the organisation as a whole collective rather than individualistic. Second, that since gathering psychological data of the top managers (which maybe more appropriate) is very hard, their ethics and intellectual bases can be

taken with their demographic features. These features are independent variables which include educational qualifications, work experience, industry and firm occupations, and affiliations as causes of strategic choices. The indicators are often multileveled involving individuals, teams, organizations and their environment. Thus, the theory proposes that it is possible to predict an organization's strategic decisions and results from the top managements' demographic features, as it is the executives' job to make decisions and not the board's. The responsibility of the board is to endorse and monitor the strategic decisions, hence the characteristics of the board members should not be accounted as forecasters of organisational outcomes.

2.3 Empirical Review

2.3.1 Overview

The review of empirical literature is split into three. The first part is a review of evidence on the success of implementation of ambitious national development plans for a few selected countries while the second part takes a micro level approach and discusses the evidence on boards' performance as institutions. The third and final part considers findings from empirical studies on the performance of the Vision Delivery Board.

2.3.2 Empirical Evidence on Development Planning and Implementation in Selected Countries

A review of empirical evidence relating to countries that have recently been successful in implementing their national development plans using different institutional frameworks provides a basis of appreciating the functions of the key institutions and the role these institutions played in the implementation processes. The selected countries are Singapore, Turkey and Rwanda.

The Singapore government has a well-deserved reputation for its long-term approach to planning that has transformed a resource-deficit country from a third world to a developed and industrial economy with a gross national per capita income of USD54,530 by 2017. Since achieving self-rule in 1965, Singapore's economy has evolved from a semi-closed, low-wage producer of mainly labor-intensive goods, to a very open, high-wage producer of high-technology, capital-intensive products. The four phases along this transition include; the first phase (1959 -65) that designed import-substitution policies to promote industrialization through protection of the common market established with Malaysia; the second phase of export promotion (1966 – 73) during which foreign investments were sought in mainly labor-intensive activities; the

“Industrial Restructuring” phase that lasted from 1973 – 1984 and implemented policies that attempted to restructure the industrial base toward more capital and skill-intensive activities and the Fourth phase whose policies were directed toward diversification of the industrial base, particularly the promotion of business and financial services.

Among the measures that the Government took to promote industrialization, was the establishment of the Economic Development Board (EDB) in 1961 as the primary body responsible for implementing the Government’s industrial policies. As such, the EDB was given the authority to grant incentives (the most important being pioneer status), to set up industrial estates, and to invest directly in new and expanding enterprises. Under the Export-oriented Strategy between 1966 -1973, the EDB sought firms that would set up manufacturing facilities in Singapore primarily for export. To spur growth during the Phase 3 (Industrial Restructuring Phase) of Singapore’s development strategy, foreign investments in high-technology industries were encouraged by the EDB by granting firms five-year tax holidays. Enterprises that were already operating in Singapore were also offered incentives to upgrade the skill levels of their employees, to improve the technology level of new investments, and to increase automation. To keep up with the demand for new skills, the EDB set up joint industrial training centres with foreign multinationals operating in Singapore. To maintain high growth and improve performance in manufacturing since 1985 to date (Phase 4 of the development strategy referred to as Economic Diversification), the EDB and the Trade Development Board began to offer a wide range of incentives to encourage locally owned and partially locally owned firms to establish operations abroad as part of Singapore’s diversification strategy during this phase.

According to Yuen (1998), the success of this great transformation is largely attributed to effective implementation of the development plans by Central implementation and coordination agency as well as the various standing and working agencies and committees, which coordinated the formulation and implementation of the development policies. This suggests that public sector agencies that are mandated to coordinate the formulation and implementation of national development plans can influence the direction and pace of development.

Turkey is considered as one of the key crossroads of socio and economic points of the Middle East, Europe and Asia that has seen considerable growth since the 1960s. Kesik (2014) observes that Turkey was one of the first countries to develop regional planning. This was a major

challenge at the time given the limited development of eastern and southeastern Anatolia Early plans with majority heavily weighted toward manufacturing, import substitution, and the intermediate goods sector. Later plans after the 1980s were however modified to favor the private sector, labor-intensive and export-oriented projects, and investments that would pay for themselves relatively quickly.

Turkey's first development plans introduced in the 1930s were implemented through the central economic planning. In 1961, the government established the State Planning Organization (SPO) under the Prime Minister's office to prepare long-term and annual plans. SPO was also charged with following up on plan implementation, and advise the government on current economic policy. The SPO's mandate included: Providing consultancy services for the Government in determining the policies and targets of the country; Monitoring, coordinating and evaluating the implementation of these national policies; Harmonizing strategic planning of the public sector; and contributing to the formulation of policies regarding international economic and commercial cooperation initiatives among others. The SPO was then reorganized in 2011 to plan and guide Turkey's development process at macro level and focus on the coordination of policies and strategy development in line with global and regional trends and challenges. The Ministry of Development (MoD) receives policy direction from the Supreme Planning Council. The Central Planning Organization, the secretariat of the High Planning Council, formulates the strategy and broad targets on which the MoD bases detailed plans. Through effective implementation of these development plans, Turkey actually has experienced high growth rates and macroeconomic instability despite several socio-political challenges.

In East Africa, Rwanda has made significant progress from the devastation that marked the nation in the immediate aftermath of the 1994 genocide with significant increase in annual growth in GDP from -50% in 1994 to 6% in 2017 (World Bank)..The Government of Rwanda in its recovery strategy came up with the Vision 2020 framework for Rwanda's development, presenting the key priorities and providing Rwandans with a guiding tool for the future. The Vision 2020 identifies six interwoven pillars, including good governance and an efficient State, skilled human capital, vibrant private sector, world class physical infrastructure and modern agriculture and livestock (Republic of Rwanda, 2000), all geared towards prospering in national, regional and global markets.

The implementation of the Vision 2020 is within the ambition of all players: the state, the private sector, civil society, Non-Governmental Organizations (NGOs), decentralized authorities, grassroots communities, faith-based organizations and development partners. The top most policy making bodies of Vision 2020 implementation is the Cabinet and the National Steering Committee (Ministers and Governors). The Permanent Secretaries (PS) forum and Development Partners Coordination Group (DPCG) oversee and guide the implementation of the Vision and ensure that consensus building around Vision 2020 implementation is realized. The Ministry in charge of Finance and Economic Planning coordinates the implementation and monitoring and evaluation of the Vision. It also ensures that Vision 2020 targets are considered in Sector Strategies as well as District Development Plans. As a result of successful implementation of their vision spearheaded by the implementing agencies, Rwanda posted an average annual GDP growth of around 8% per year between 2001 and 2014.

These selected countries are some of the greatest success stories of the global economy based on their rapid economic growth and development in the recent past. With respect to the study, an important lesson drawn from the above review is that ambitious development plans can be formulated and successfully implemented. It is therefore fair to conclude that the functions assigned to the Vision Delivery Board of overseeing and coordinating the implementation of Vision 2030 can be done.

2.3.3 Empirical Evidence on the Performance of Boards

Evidence abounds that a board is one of the core governance mechanisms in ensuring organizations' performance and that in the recent past, the public sector has rapidly adapted to corporate governance structures in ensuring service delivery. However, there is a noted scarcity of studies which focus specifically on the role of public sector boards and specifically in the implementation of development plans. This said, numerous studies have been carried out locally, regionally and globally on the board characteristics that should be examined to ensure execution of mandate and realization of performance. Contributing to this debate, Coles, et.al. (2001) observes that most of the studies show the execution of the board mandate in realizing the firms' objectives by use of its financial performance. A common feature of most of the studies cited above, however is the attention to a limited number of features linked to board structure and independence, such as outsiders' representation, board size and board internal structure and

functioning (Cornforth 2001). Other studies that try to examine the impact of board committees (Kesner, 1988) are, director characteristics and CEO duality (Dalton et al. 2007, Hambrick & Mason 1984, Hambrick 2007). Most of these studies have been done from an agency theory perspective and also from resource-dependency theory perspective (Fama and Jensen, 1983, Dalton et al., 2007, Pfeffer and Salancik, 1978). Clearly, the board's role of control is highlighted as the most important function and it is well documented by a rich body of empirical literature.

Other empirical evidence by Hermalin and Weisbach (1991) and Bhagat and Black (1998), report that insiders' expertise and specialized information may be more profitable to a company than the independent monitoring and control. This other perspective gives more insight to the applicability of other theories and characteristics in ensuring board performance. At the same time, the importance of the Board's strategic role is supported by a limited but increasing amount of empirical research. Thus, this study will attempt to understand actual board involvement in the strategic decision-making process in line with their mandate mainly relying on qualitative research techniques.

Empirical studies on the effects of board structure on performance outcomes have yielded mixed results. Several researchers suggest that the number of directors can influence the functioning of the board and therefore the performance of the company. However, another stream of literature shows that large boards are less effective and have a negative impact on performance. One component of the literature argues that the presence of independent directors on the board tends to lessen the conflict of interests and be more effective in reducing the agency problem. Generally, the more frequent the board meetings, the increased supervision of the top management, the more relevant the advisory role, which might improve firm performance. Kesner (1988) suggests that the differences in empirical findings have in part been attributed to the differences in the theoretical bases of investigation. While some studies focus on examining only large listed companies, other studies exclusively focus on particular sectors of the economy. According to Othman et al, (2009), another reason for the difference in empirical findings that link board structure to firm performance is the different setting of each country where these studies are conducted.

A number of common approaches have been adopted in a number of countries aimed at proving similar decision-making oversight. Some Organisation for Economic Co-operation and Development (OECD) countries, for instance, have in place inter-agency coordinating committees to support co-ordination of public policies (OECD, 2006). Developed countries however also have advisory boards also aimed at enhancing coordination. Countries like United Kingdom and Sweden for instance have boards in place with the mandate of managing resources and monitoring the Institute's performance which is then reported to the responsible ministers (Lafuente and Nguyen, 2011). In these cases, board members are consequently considered as 'internal stakeholders' and are additionally accountable for their decisions.

Literature reviewed thus reveals that the efficiency of board performance is a result of a clear mandate, clear structure and reporting mechanisms and the use of expertise and experience of board representatives. Therefore, improved performance requires that Boards understand their roles and responsibilities effectively (Arnwine 2002, Lafuente and Nguyen, 2011; APEC Economic Committee 2011). Data is further a critical requirement for boards in order to make informed decisions and review performance as they discharge their monitoring agenda (APEC Economic Committee, 2011). The literature further shows that comparator countries have been successful in implementing ambitious development plans through strong functioning institutions with clear mandates.

2.3.4 Empirical Evidence on the Performance of Vision Delivery Board

Studies undertaken reviewing the role of the Vision Delivery Secretariat reveal some challenges that may affect the implementation of the national blue print. Mwita (2013), for instance reported findings that the Secretariat has a low implementation capacity and recommends that it should be placed under the Office of the President. The study aimed at establishing the challenges relating to the implementation of Vision 2030 as a development strategy based on qualitative data obtained from the management staff of Vision Delivery Secretariat. Some of the key findings of this study are that the Board is ineffective in communicating its strategic intent and objectives. In addition, the researcher reported findings that the Board had a low implementation capacity because of limited strategy development, limited resources, ineffective policies and procedures that did not adequately support the organization's strategic plan, a highly hierarchical organization structure and inadequate staff. Other findings that contribute to low implementation

capacity include leadership and motivation to permit staff ownership of the implementation process; a weak monitoring and evaluation system; inadequate motivation and rewards structure. On a positive note, the study established that a key success factor in implementation of Vision 2030 was highly supportive institutional partners. The study provides some recommendations including involving all stakeholders for consensus and commitment; enhanced budgetary and resource allocations and provisions and introduction of a legal framework to support the implementation of Vision 2030.

Within three years of the establishment of the Vision Delivery Secretariat, Bolo and Nkirote (2012) reported in their study that the Board faced implementation challenges that include inadequate resources, unsustainability of programmes, insufficient data, political interference and poor economic performance, ineffective involvement by citizens and weak linkages in policy, planning and budgeting. The objective of the study was to determine the challenges faced in implementation of Vision 2030. Using data from key informant interviews of the Vision Delivery Secretariat, the study recommends for enhanced budgets application, more coordination and improved networking and wider collaborations with development partners; increased public private partnerships and effective implementation and monitoring modalities. The overall finding of the study was that the Secretariat did play an effective role

By focusing on the Vision Delivery Secretariat, the studies by Bolo and Nkirote (2012 and Mwita (2013) provide case specific empirical evidence that is useful in the design of the study. However, the findings are to be interpreted with caution because the sample used in both cases are the staff of the Vision Delivery Secretariat, whose observations and views may not be representative of the wider population. While drawing some lessons from these studies, the study was intended to cure the apparent design weaknesses by expanding the sample to include a wider cross section of stakeholders.

2.4 Research Gaps

Evidence reviewed above on boards indicates that such public sector institutions have steadily been evolving and tending to behave like private sector entities with respect to their functions and effectiveness as a corporate governance entity. However, there is still a challenge in conceptualizing governance from various viewpoints and theories. According to OECD (2006) there seems to be emerging concurrence on the, 'no one size fits all' model for good corporate

governance. This leads to the need for multiple perspectives to explore how governance is perceived, interpreted and structured. In addition, the focus of most of the research undertaken on corporate governance is on the private sector, and on economic performance and conformance. Because of this narrow focus, there is a lack of an 'integrated theory' and an evaluation of the role of boards for performance delivery in the public sector. Furthermore, empirical literature on the role of Vision Delivery Board with respect to corporate governance is limited. This study addressed this research gap. Rather than measuring the organisational and individual performance of directors as conducted by previous studies, this research will provide a first-hand account of the functions of the Vision Delivery Board and how this in turn relates to its performance as prescribed by its mandate.

2.5 Conceptual Framework

Evidence from the literature reviewed above enabled the development of a conceptual framework that was regarded to be suitable for the study as shown in figure 2.1 below.

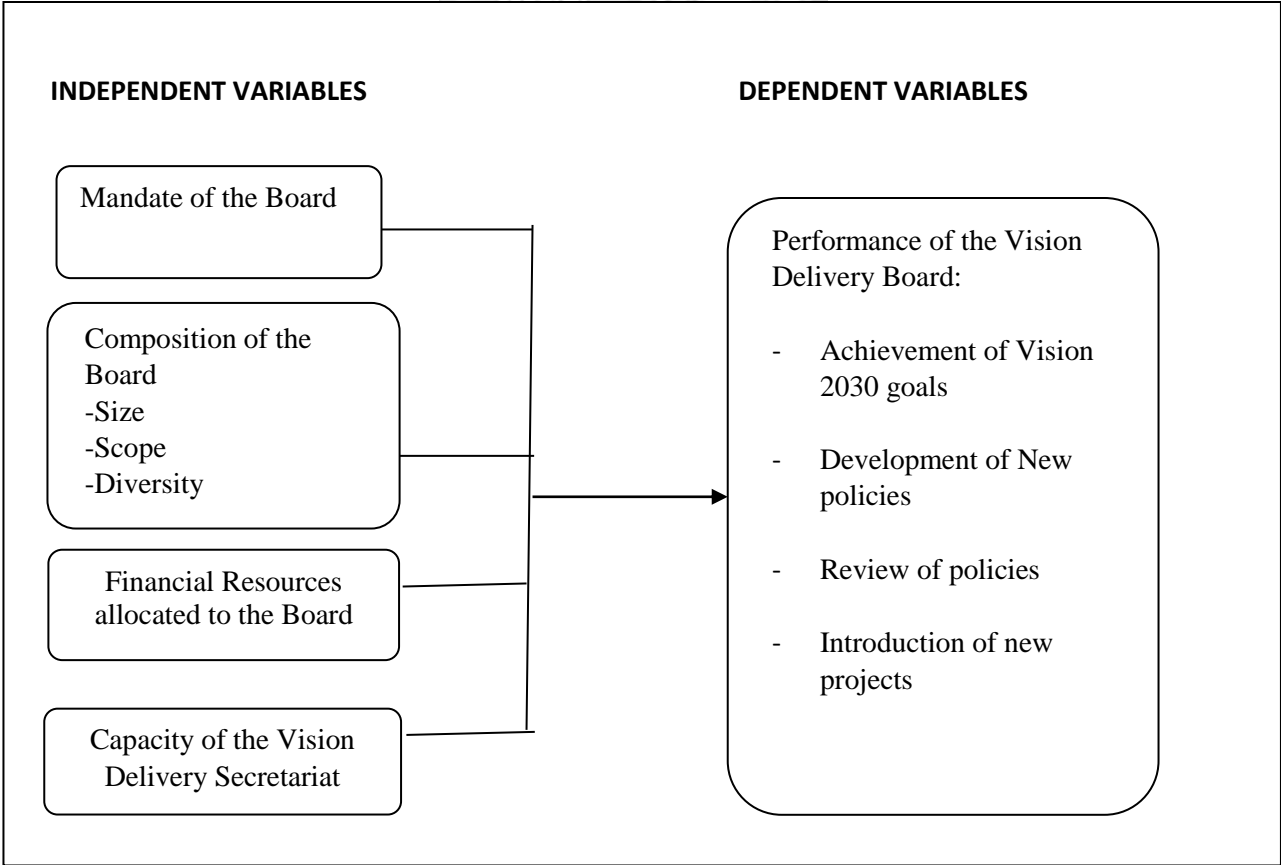
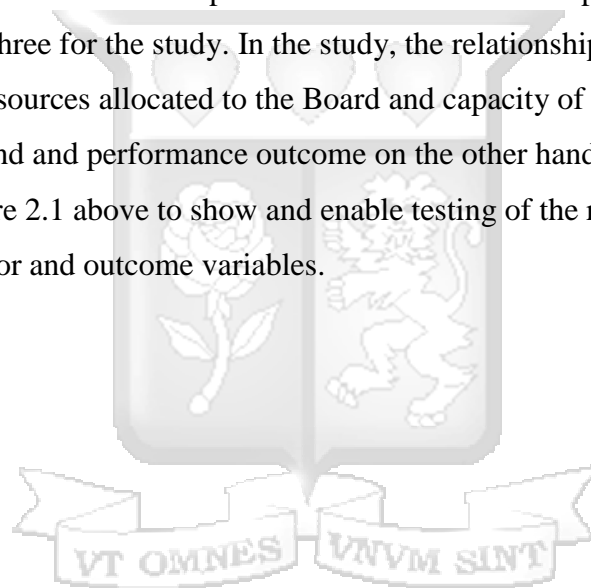


Figure 2. 1: Conceptual Framework for the study

Source: Own Conceptualisation

In this study, the independent variables are identified to be four: mandate of the board; Board composition; financial resources allocated to the Board and the capacity of the Vision Delivery Secretariat. The operationalization of the variables are as follows: mandate of the board by its functions; composition of the board by size, scope and diversity; financial resources of the board by its annual budget allocation and capacity of the secretariat by the number and skill set of the staff. The dependent variable in the study is only one; the performance of the Vision Delivery Board which is operationalized by four variables: achievement of Vision 2030 goals; development of new policies; review of policies and introduction of new projects. The conceptual framework articulated here in provided the basis for developing a research methodology in chapter three for the study. In the study, the relationships between the mandate, composition, financial resources allocated to the Board and capacity of the Vision Delivery Secretariat on the one hand and performance outcome on the other hand are depicted diagrammatically in figure 2.1 above to show and enable testing of the relationships that may exist between the predictor and outcome variables.



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology that has been employed to evaluate the role of the Vision Delivery Board in guiding the implementation of the Vision 2030. The proposed methodology helped to generate insights about governance and to what extent the Board has delivered on its mandate. To achieve the above, this chapter presents the research design, target population target sample, data collection and analysis that was adopted. The methodology was also guided by the need to guarantee quality of the research work.

3.2 Research Design

A research design relates to the criteria that are employed when evaluating social research. Bryman (2015) clarifies that it is a framework for the generation of evidence that is suited both to a certain set of criteria and to the research question in which the investigator is interested. Research design is the crucial part of the research as it includes all the four important considerations: the strategy, the conceptual framework, the identification of whom and what to study on and the tools and procedures to be used for collecting and analyzing data. In this study, a quantitative approach was employed where a structured questionnaire shown in Appendix 5 was developed and presented to the selected sample.

3.3 Population of the Study

The study focused on stakeholders who, because of their position, are deemed to have a close association and knowledge of the Vision Delivery Board and Vision 2030. These stakeholders included: board members of the Vision Delivery Board; Management Staff of Vision Delivery Secretariat, senior staff of The National Treasury and Planning and Staff of the implementing agencies of Vision 2030.

3.4 Sample Selection

According to Best and Kahn (2006) an ideal sample should be large enough to serve an adequate representation about which the researcher wishes to generalize and small enough to be selected economically in terms of subject availability and expense in both time and money. The study used cluster, random and purposive sampling method for the selection of the participants. As shown in table 3.1 below, the study grouped the population into 4 clusters, first the Board members, then the Vision Delivery Secretariat Management, senior staff in the State Department

for Planning and finally staff from some of the implementing agencies. The implementing agencies were grouped into the Vision Pillars and randomly and purposively selected. Purposive sampling refers to intentionally chosen sample according to the needs of the study. This meant that participants were selected because their strategic positions such as the chairperson of the board and key flagship projects from the Vision 2030 such as the Lamu Port South Sudan Ethiopia Transport Corridor (LAPSSET) and the respondents' willingness to participate in the study. This strategy enabled the researcher to collect relevant and useful information for answering the research question. In order to improve data reliability, other stakeholders were randomly sampled, and questionnaires administered.

Table 3.1: Target population and sample size

CATEGORY	TARGET POPULATION	SAMPLE SIZE
Vision Delivery Board	34	10
Management Staff of the Vision Delivery Secretariat	6	6
Senior staff from the State Department for Planning	15	15
Staff of the Implementing Agencies	40	20

3.5 Data Collection

The survey research method employed both quantitative and qualitative methods using the structured questionnaires and key informant. A structured questionnaire with both structured and unstructured questions was administered to the selected sample to allow for collection of both quantitative and qualitative data. In the analysis, responses from the respondents were summarized according to the objectives of the study. To study the link, if any, between board characteristics and the Vision's implementation, descriptive analysis was employed.

3.6 Data Analysis

To analyse, understand and interpret the collected data percentages, frequencies and tables were used to display it. Regression was used to determine the correlation of the independent and dependent variables. The data collected was analyzed using SPSS Version 16.

3.7 Reliability

Reliability is a measure of the degree to which an instrument yields consistent results or data after repeated trials. The questionnaire was pre-tested before administering it to the target population. This was undertaken in order to determine the effectiveness and validity of the questionnaire. The initial data was analysed and the results used to modify and improve the questionnaire before rolling it out to the sampled population. The questionnaires were issued to the respondents, collected and checked on the responses. After one week the questionnaires were re-tested by administering it again to respondents with the same characteristics. The study also used Cronbach's alpha during data analysis to check for data reliability or consistency. A reliability test was done to establish the internal consistency of the tool. This was done through Cronbach Alpha where a value of 0.7 was considered adequate for this study. Thus, all values above 0.7 indicated that the tool was good and reliable. All the Likert scale variables had a Cronbach Alpha of more than 0.7.

3.8 Validity

Validity implies the extent to which the data constitute accurate measurements of what is supposed to be measured. To ensure accuracy of the data the study pre-tested the questionnaires by carrying out an initial pilot study. The results were analysed and corrections made where possible. The questionnaires thus provided accurate data due to the process of pre-testing in the selected sample to maintain validity. This ensured validity of the data collected.

3.9 Ethical Considerations

The study ensured the directors' and other respondents' confidentiality by not identifying the respondents. The participants were guaranteed that any identifying information would not be made available to anyone who is not involved in the study and it would remain confidential for the purposes it is intended.

CHAPTER FOUR: PRESENTATION AND DISCUSSION OF RESEARCH FINDINGS

4.1 Introduction

The findings of this study, which sought to analyze the factors influencing the Vision Delivery Board in implementation of Kenya Vision 2030, are presented in this chapter. These are arranged to begin with the response rate, followed by the respondents' profile, the research findings and a summary. The data was collected through a questionnaire administered on Factors influencing the Vision Delivery Board in implementation of Vision 2030.

Specifically, it starts with the analysis of the general information of the respondents. The other sections in the chapter are arranged according to the three research questions. Findings with respect to the first question are of general knowledge and comprise the views of the respondents with regard to the mandate of the Board. Findings concerning the second research questions findings are on information the staff members have about the implementation of the board's mandate and delivery of Kenya Vision 2030. The subsequent findings will look into the challenges facing the implementation of the vision 2030 by the Vision Delivery Board.

This chapter presents study findings in form of distribution mean tables, charts, and graphs.

4.2 Response Rate

Data was collected from 40 respondents. Of the 40 respondents, one had one missing data point. The data was analysed using content analysis based on meanings and implications emanating from respondents' information and documented data. According to Fincham (2008), researchers should target a response rate of approximately 60 per cent, which is also in line with Babbie (2009) who states that a response rate of 50 per cent is adequate for analyzing and reporting; 60 per cent is good and a response rate of 70 per cent is very good. The 40 responses out of the 51 target respondents yielded a response rate of 78 per cent. This response rate was considered adequate for the purposes of this study.

A disaggregation of the responses received showed provided further insights on the data. The respondents included 11 out of the 34 board members of the Vision Delivery Board, all the 5 Management staff of the Vision Delivery Secretariat, 12 members of staff of implementing agencies and 12 senior staff of the State Department for Planning. As shown in figure 4.1 below, the distribution of the respondents among the four targeted categories was reasonably balanced, suggesting less likelihood of biased results.

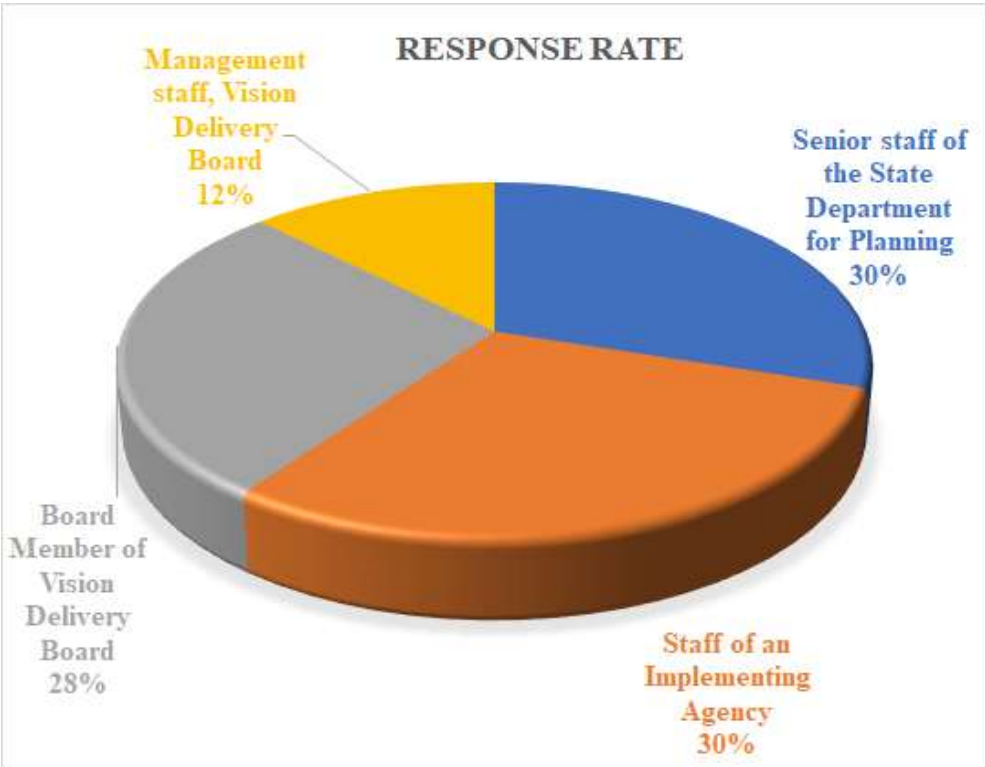


Figure 4. 1: Profile of respondents and response rate

4.3 Respondents’ Profile

The demographic data collected from the respondents comprised two aspects: (i) gender and (ii) years of association with the Board. This was complimented by descriptive data on the extent to which they understand the role of the Vision Delivery Board in the attainment of Kenya Vision 2030.

4.3.1 Gender Distribution of Respondents

The gender distribution of respondents revealed a high proportion of male, 75 percent, while female respondents were 25 per cent. This is consistent with the low representation of females in higher positions in Kenya.

4.4 Association to the Vision Delivery Board

About 67 per cent of the respondents indicated to have had over six years association with the Board implying that these respondents were likely to have reasonable knowledge and understanding of how the Board has progressed and how the changes, if any, over the years have influenced the performance of the Board. The percentage distribution of the respondents in terms of the three categories of years of association with the Board is displayed in figure 4.2 below.

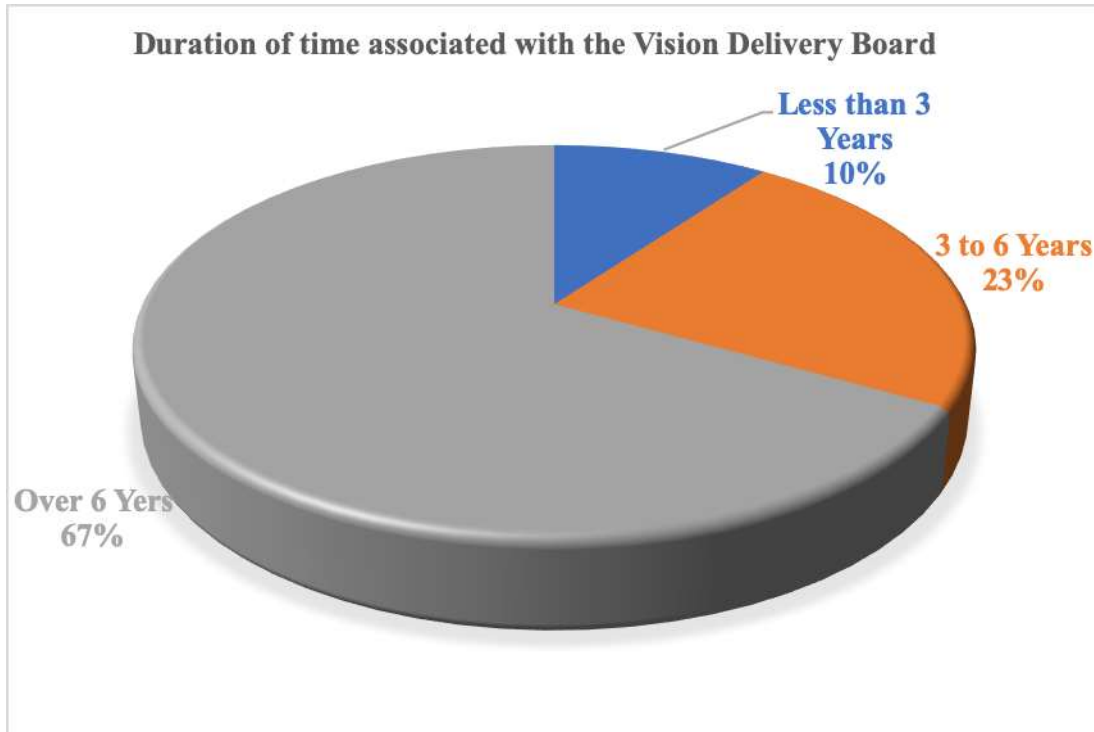


Figure 4. 2 Classification of respondents by length of association with the Board

4.5 Extent of Understanding the role of Vision Delivery Board in Attainment of Vision 2030

This subsection examines the respondents' understanding of the role that the Board plays in the attainment of Kenya Vision 2030. From figure 4.3 below it was clear that the respondents understood the role of the delivery board as 57 per cent of the respondents indicated that they understood the role of the Vision Delivery board to a very large extent; 40 per cent to a large extent. This can be attributed to and is consistent with the relatively many years of association of the respondents with the Board. The relatively good understanding of the role of the Vision Delivery Board by the different categories of respondents suggests that they are likely to provide

reliable responses on how the different factors have influenced the Board's delivery of its mandate.

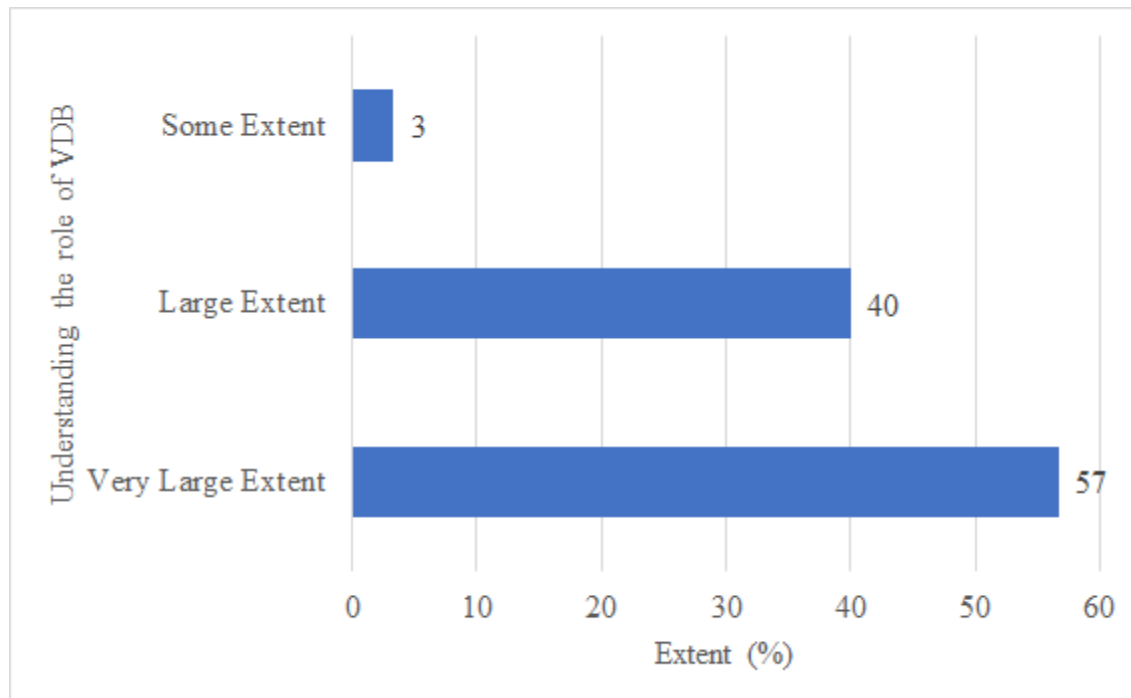


Figure 4. 3: Understanding the role of the Board

4.6 Research Findings

In order to establish the indicators of the factors influencing the implementation of the Vision 2030 by the Vision delivery Board, the respondents were asked to rank the Board mandate and factors according to their level of knowledge of the implementation of the Vision 2030 on a scale of 1 to 5. The scale adopts an ascending order of rating from 1 for Totally Disagree, 2 for Moderately Disagree, 3 for neutral, 4 for Moderately Agree and 5 for Totally Agree. The data were analyzed using descriptive statistics - frequencies and percentages as shown in figure 4.4 below.

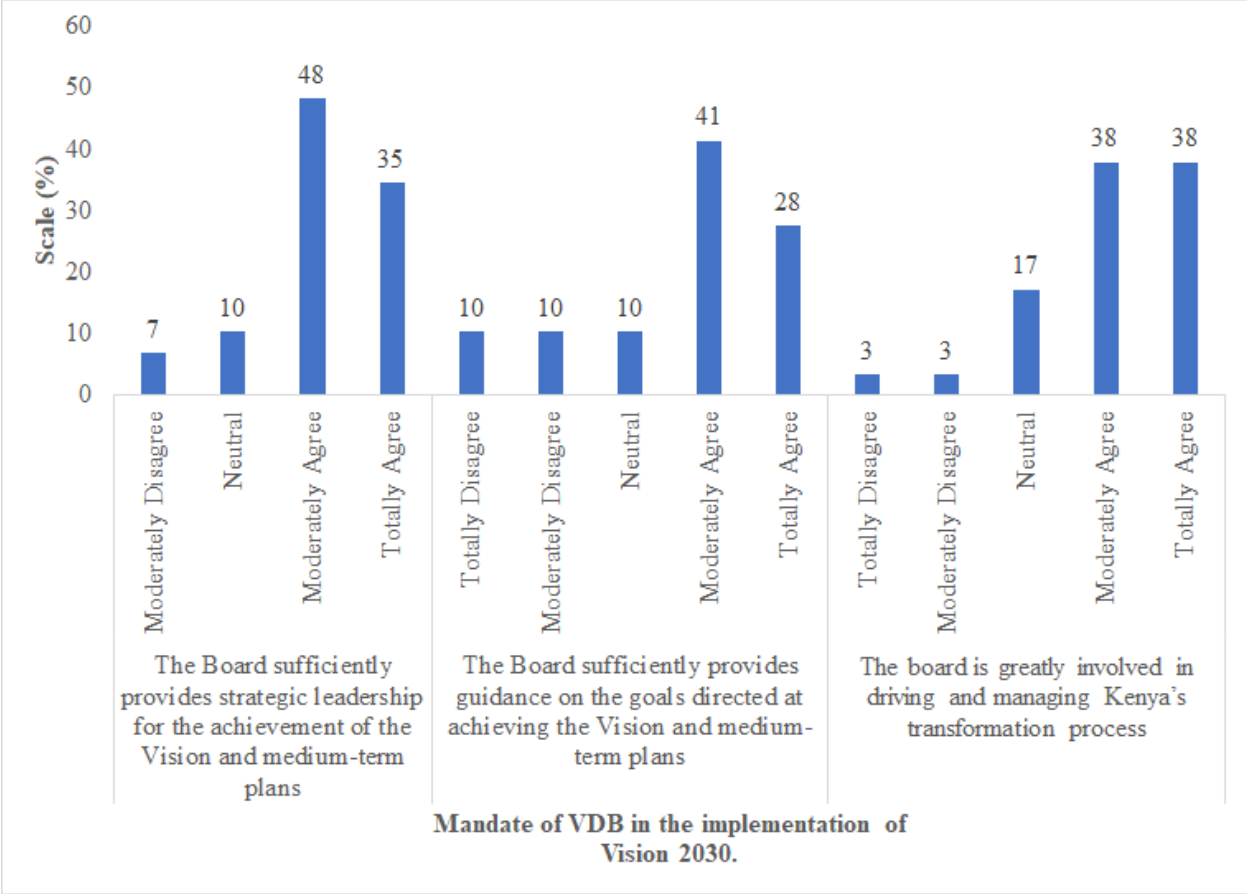


Figure 4. 4: Views on the Board's implementation of its' mandate

As illustrated above, majority of respondents felt that the board not only sufficiently provides strategic leadership (83 per cent) but also provides guidance on the goals directed at the achievement of the Vision and medium-term plans (69 per cent). The findings further suggested that the Board has executed its mandate by being greatly involved in driving and managing Kenya's transformation process. Further, the board's strategic leadership and involvement in the transformation process were viewed as the important mandates in delivery of the Vision.

A deeper analysis of the involvement of the Board in various aspects of implementation of the Vision is displayed in figure 4.5. About 63 per cent of the respondents indicated that the Board is effectively involved with the different stakeholders in the preparation of documents for the Vision 2030 flagship projects; 72 per cent indicated that the Board is involved with different stakeholders in the implementation of Vision 2030 projects while 45 percent indicated that the Board is involved with different stake holders in the preparation of the schedules for the projects

These results suggest that respondents in general were in agreement about the Board's engagement with stakeholders

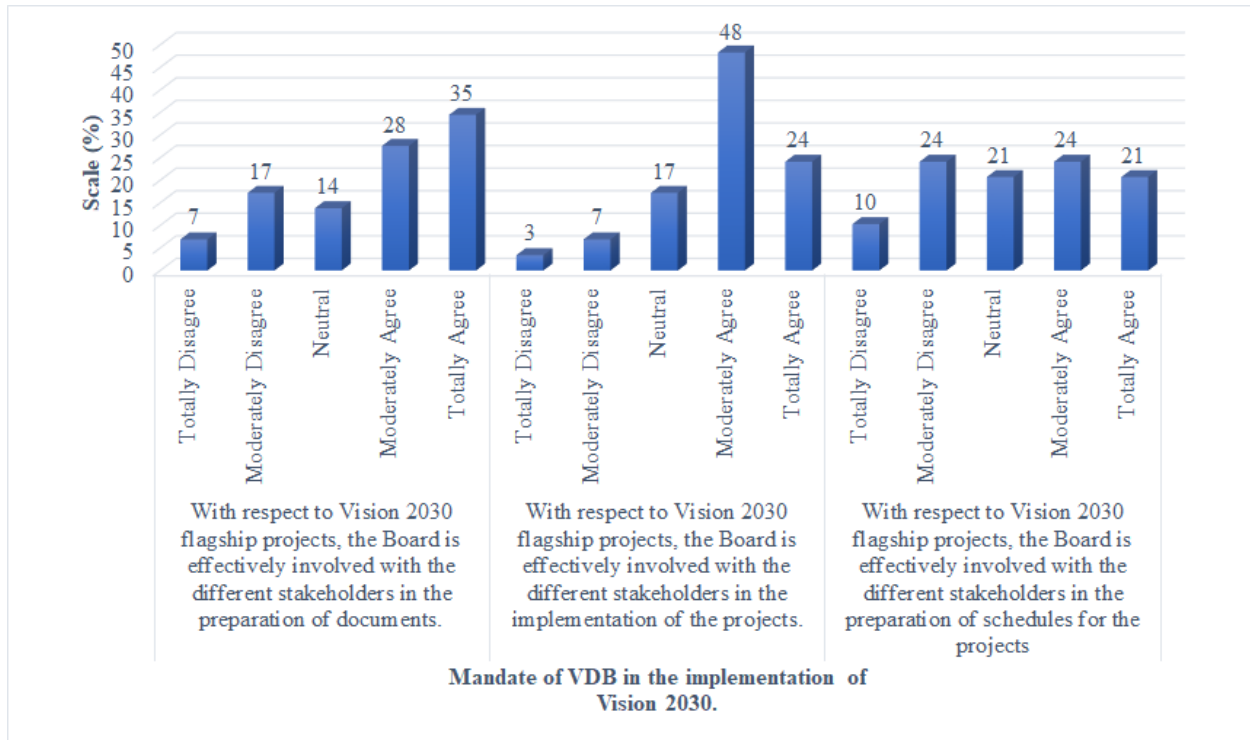


Figure 4. 5: Views of the Board's implementation of flagship projects

There was overwhelming consensus that the Board should involve different stakeholders in the preparation for the different documents and implementation of the Vision's flagship projects. It is also key for the Board to continually provide a connection between the ministries and private sector participants in the Vision 2030 projects.

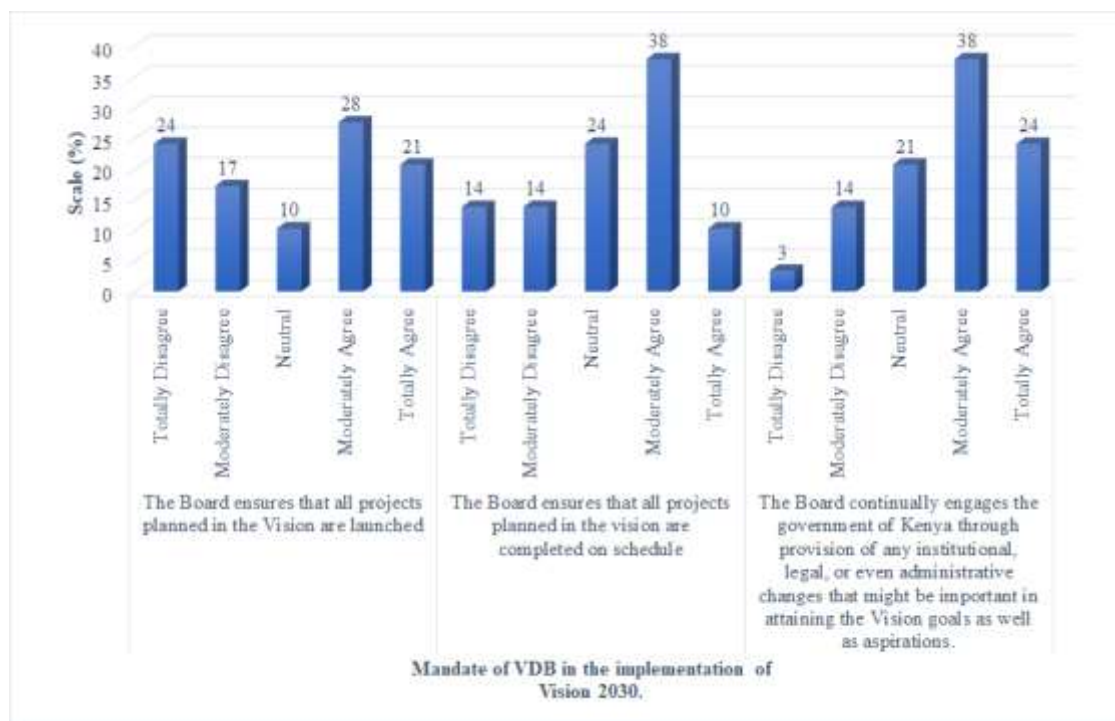


Figure 4. 6: Views on the Board's role in implementation of flagship projects

The Board's role in ensuring that the Vision projects are funded, launched, continually monitored and that implementation bottlenecks encountered are addressed with utmost importance were viewed as extremely important by over eighty percent of the respondents. This analysis is shown in figure 4.7 below. Marketing of the projects by the Board was not reported as important to the projects' implementation.

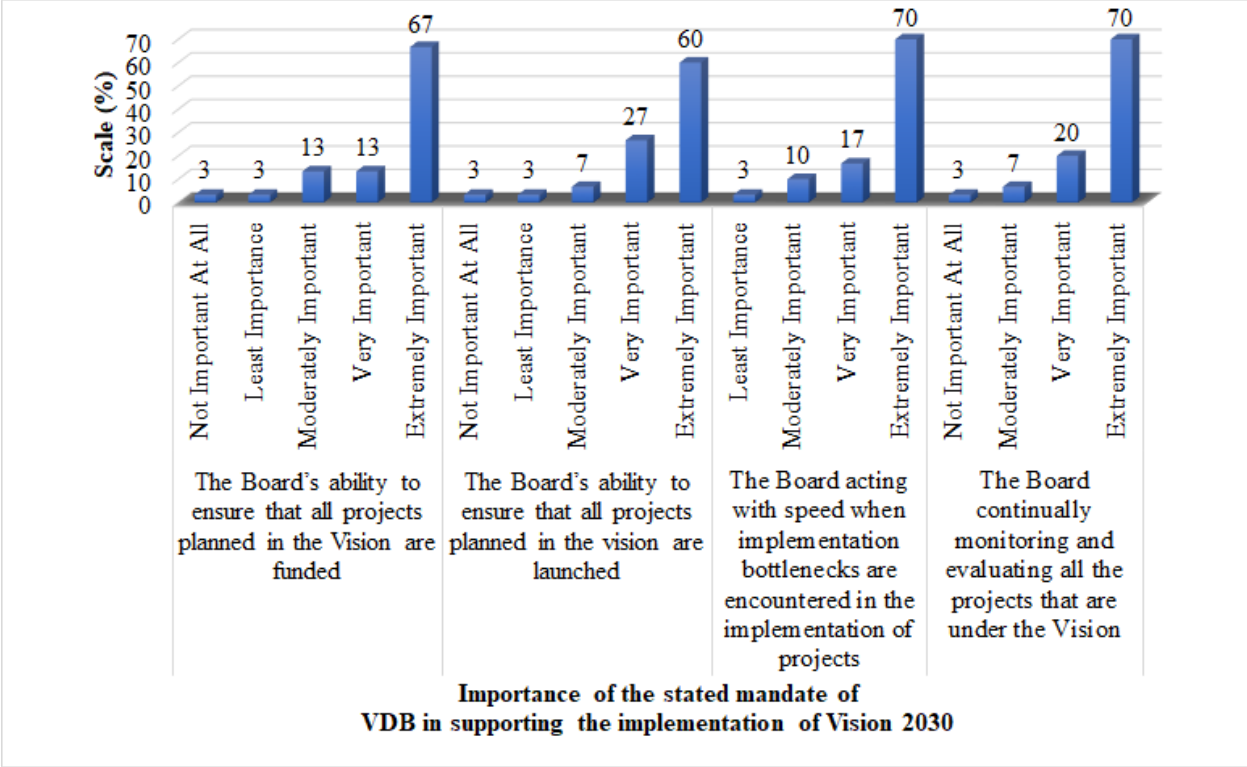


Figure 4. 7: Importance of the Board's mandate in implementation of Vision 2030

Figure 4.8 below summarizes the assessment of respondents' views on how various factors have influenced the performance the Vision Delivery Board. The analysis shows that all the factors which comprise, composition, capacity and financial resources were deemed to have a great influence on the achievement of the Vision 2030.

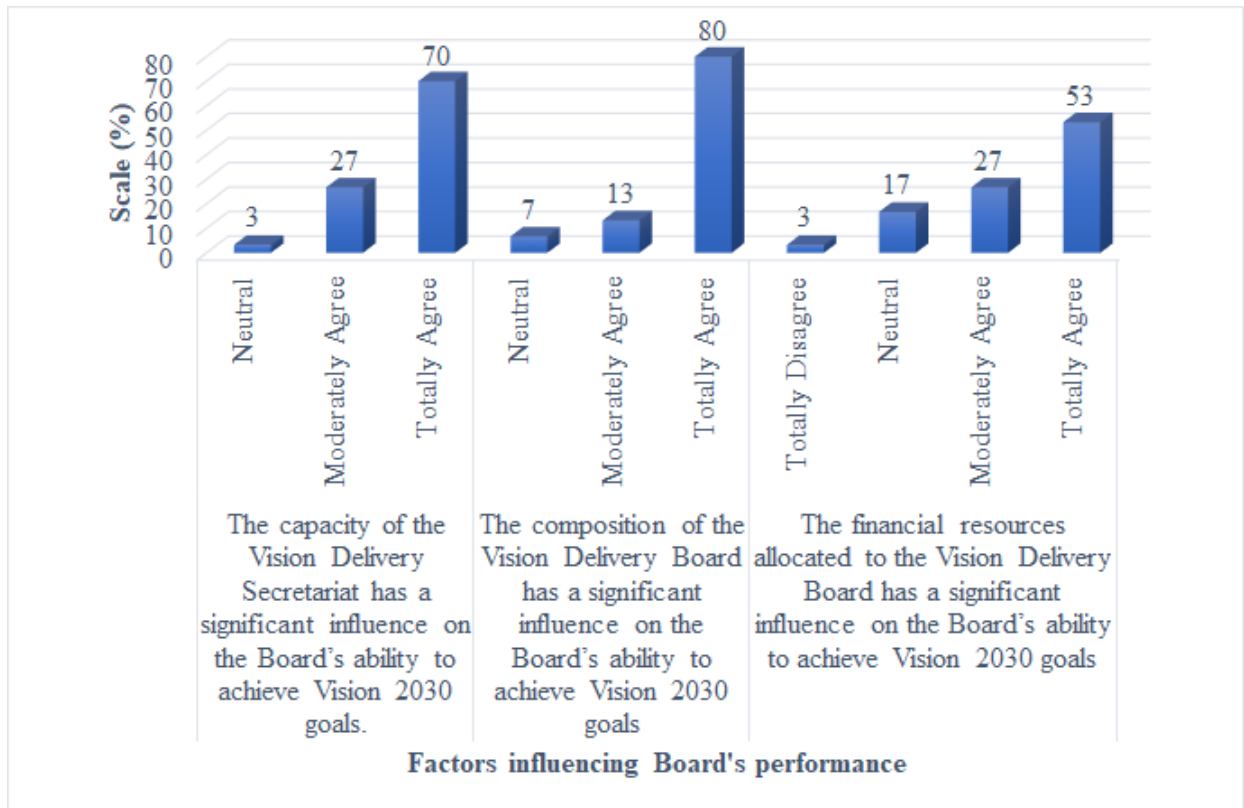


Figure 4. 8: Factors influencing the achievement of Vision 2030

The most outstanding factor influencing the implementation of the Vision 2030 by the Board was indicated to be the capacity of the Vision Delivery Secretariat; that the capacity of the Vision Delivery Secretariat has a significant influence on the Board's ability to achieve Vision 2030 goals (96 per cent of the respondents agreed); has a significant influence on the Board's ability to develop of new policies (93 per cent of the respondents agreed); has a significant influence on the Board's ability to ensure completion of Vision 2030 flagship projects(96 per cent of the respondents agreed); and has a significant influence on the Board's ability to support the introduction of new Projects (96 per cent of the respondents agreed). About 93 per cent of the respondents agreed that composition of the board had a greater impact on the influence of the Board's ability to achieve Vision 2030 goals; On the contrary, the composition of the board had minimal effect on new policies, ensuring completion of new projects and the financial resources availability to flagship projects.

The research shows that majority of the respondents felt that the role of the Vision Delivery Board is not clear to all stakeholders, where 53 per cent of respondents indicated that the role is clear to some extent. This was also one of the gaps identified in the study where the respondents indicated that there was no clear information in the public domain on the exact role that the Board is supposed to play.

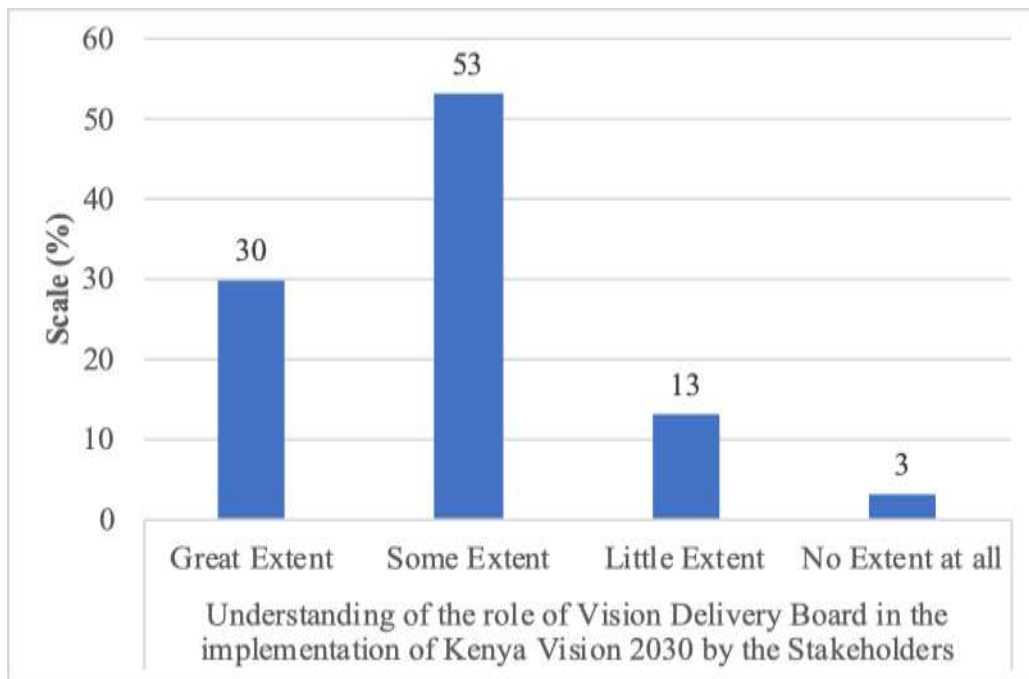


Figure 4. 9: Understanding the role of the Vision Delivery Board

In addition, the board's role in coordinating the different implementing agencies was identified as a gap. More than half of the responses also indicated that the implementing agencies did not have sufficient funding for implementation of the Vision 2030 projects and programmes. About 36 percent of respondents were neutral to whether the VDB's funding is adequate for its mandate or if the Board members require continuous training to ensure they are up-to-date with current trends in the Vision 2030 goals.

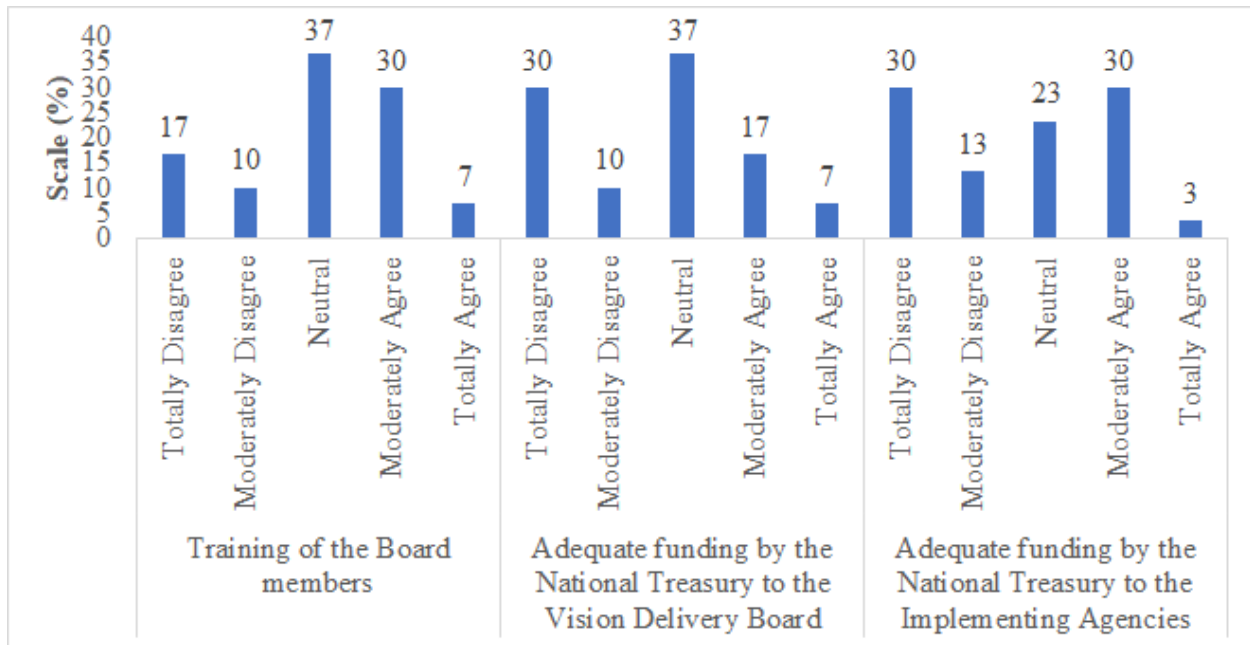


Figure 4. 10: Factors influencing delivery of the Board's mandate

Providing guidance in policy direction towards the implementation of Vision 2030 development framework was considered the Board's foremost achievement. Supporting the completion of Vision 2030 flagship projects and championing the introduction of new projects were also considered the board's greatest successes with an over 70 per cent agreement rate. The resources mobilization and coordination roles were not considered as contributions by the board.

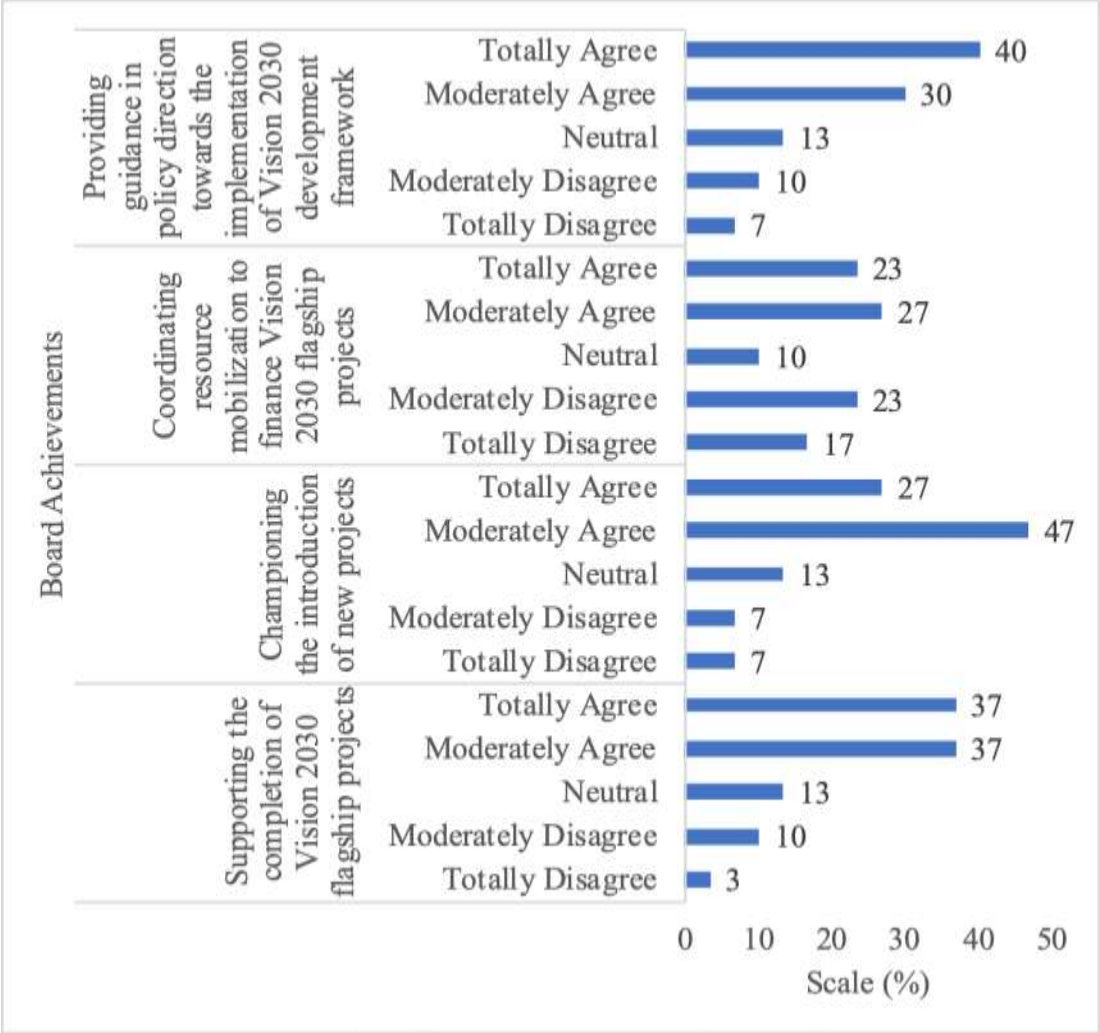


Figure 4. 11: Board achievements

Figure 4.12 provides an overall summary of the assessment by respondents on the performance of the Vision Delivery Board. The respondents overwhelmingly agreed (93 per cent of the responses received) that the Board’s performance has been average and above average.

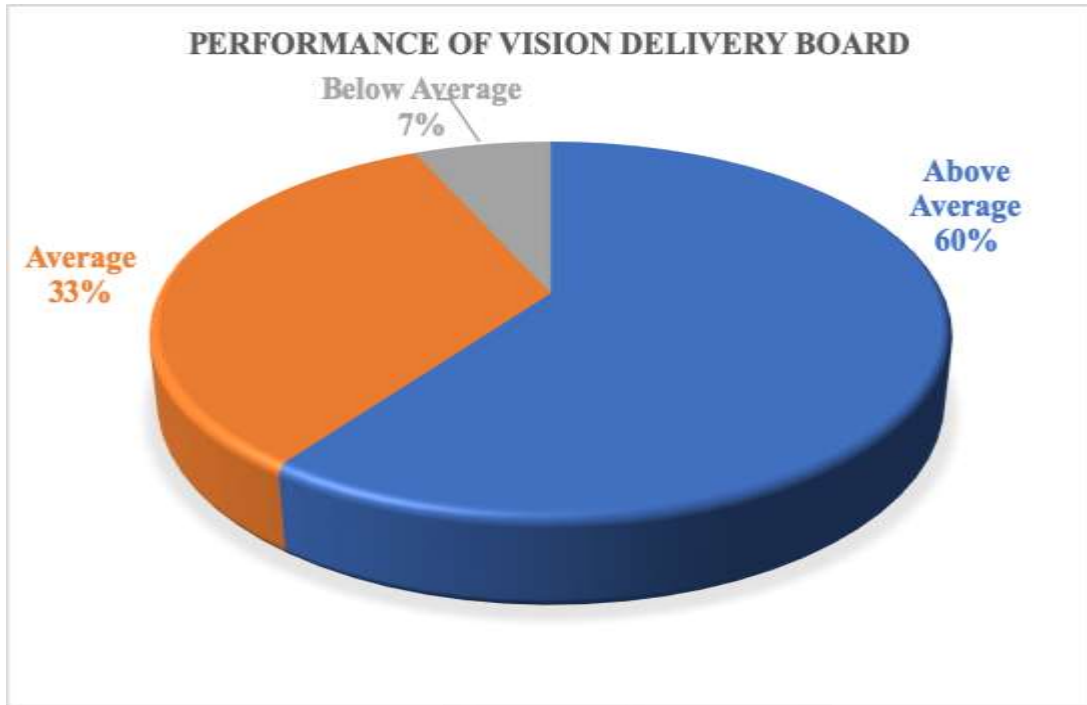


Figure 4. 12: Performance of Vision Delivery Board

4.7 Summary

The responses received and analysis carried thereof in this chapter provide satisfaction that the research carried out has provided sufficient answers to the research questions. This permits the generation of a summary of the findings, drawing of conclusions and suggestions of recommendations. These are discussed in chapter five.

CHAPTER FIVE: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter begins with a discussion of the findings, summarizes the findings of the study based on the research objectives, outlines the conclusions and presents policy implications and recommendations. It also discusses the limitations of the study and suggests areas of further research.

5.2 Discussion of Findings

The researcher set out to establish the factors influencing the Vision Delivery Board in the implementation of Kenya Vision 2030. According to the study, the board's execution of its strategic and leadership role has ensured effective delivery of its Mandate. Over 70 per cent of the respondents felt that the board not only sufficiently provided strategic leadership but also provides guidance on the goals directed at the achievement of the Vision and medium-term plans. This is in line with its role of providing policy advisory and leadership in delivery of the Vision. The Board was established and mandated with offering overall leadership in delivery of the blueprint. These findings are similar to Demb and Neubauer's survey results (1992) who found that approximately two-thirds of directors agreed that "setting the strategic direction of the company" was one of the jobs they did that assisted in enhancing good corporate governance. They noted that the board's job was thus that of "overseeing, monitoring top management, CEO" (45 per cent); "succession, hiring/firing CEO and top management" (26 percent); or serving as a "watchdog for shareholders, dividend (23 percent).

The study found that the capacity of the board greatly affected the achievement of Vision 2030. The study also found that in carrying out its mandate, the Board did not reflect the stakeholders' views. The stakeholders were only involved to some extent in the preparation of documents, projects and programme schedules and implementation of programmes. The findings however indicate that stakeholder involvement was deemed to be very important which reflects the argument by Comforth (2003) that involving primary stakeholders in decision-making helps to make the organization more resilient and responsive as well as increases its influence on the ability of the organization to secure resources (Young, 2011), and the efficiency and effectiveness of Board activity.

This research identified inadequate financing as one of the challenges that affects State Agencies that are charged with the mandate of implementation of the Vision 2030 flagship projects. These findings are consistent with Hewlett (1999) argument that most strategic plans are hurdled by financial constraints during the time of their implementation. It is important particularly at the business level to integrate different stakeholders to strengthen the resource mobilization role to supplement allocated funds.

The findings are further supported by literature, which indicates that when implementing a strategy, it is crucial that the top management's commitment to the strategic direction itself is clearly spelt out. In some cases, top managers may demonstrate unwillingness to give support and loyalty to the implementation process. This is evident where the Vision Delivery Board is responsible for the overall strategic direction of the Vision, but is dependent on a strong management team, proper coordination and financing to implement it.

5.3 Summary of Findings

Four objectives were spelt out for this study. The findings for each of the objectives are discussed in the sub sections that follow.

5.3.1 Ascertain the extent to which the Vision Delivery Board has carried out its mandated functions.

The findings of the study show that the board has delivered on its mandate to a great or some extent. The overwhelming response is in line with the role given to the Board by the Gazette notice where it is not required to implement any part of the Vision but only offer strategic leadership through coordination of the implementing agencies. In support of the above, the study established that the board has performed well in Strategic leadership and its goal setting mandates. On the contrary, the study found that coordination of the implementing agencies has not been carried out that well.

With regard to the Board's mandate of marketing of the Vision 2030 projects and programmes, the study found that this function is not regarded to be important. This could be because the marketing of Vision 2030 is carried out by many other agencies such as Kenya Investment Authority and even the implementing agencies themselves.

5.3.2 Establish the impact of the composition of the Vision Delivery Board on its performance

The study identified gaps in the constitution of the Board with the key finding being that private sector ought to be more involved in the Board. A large proportion, 93 percent, of the respondents indicated that the composition of the Board had a greater impact on the Board's ability to achieve Vision 2030 goals. This may be explained by the fact that Vision 2030 plans, projects and programmes are crosscutting and therefore diversified board in terms of membership is likely to offer better capacity in influencing the implementation of the same. The findings were consistent with Cornforth (2003) who argues that by incorporating different stakeholders on boards, it is expected that organizations will be more likely to respond to broader social interests than the narrow interests of one group.

The study established further that the composition of the board had little or no impact on the Board's ability to introduce new policies, support and ensure completion of new projects. This finding is supported by the fact that policy formulation is carried out by line ministries and so implementation of the flagship projects where the government agencies play an increasingly significant role.

5.3.3 Ascertain the effect of the financial resources allocated to the Board on the implementation of Vision 2030

The study found that funds allocated to the Board to execute its mandate did not have any effect on the overall implementation of the flagship projects. These findings are supported by the fact that the Board and the Secretariat do not have any mandate to fund the flagship projects

5.3.4. Determine whether the capacity of the Vision Delivery Secretariat has any effect on the implementation of Kenya Vision 2030.

The capacity of the Vision Delivery Secretariat was sighted as the most outstanding factor influencing the implementation of the Vision 2030 by the Board. The study found that the capacity of the Vision Delivery Secretariat has a significant influence on the Board's ability to achieve Vision 2030 goals (96 per cent of the respondents agreed); has a significant influence on the Board's ability to develop new policies (93 per cent of the respondents agreed); has a significant influence on the Board's ability to ensure completion of Vision 2030 flagship

projects(96 per cent of the respondents agreed); and has a significant influence on the Board's ability to support the introduction of new Projects (96 per cent of the respondents agreed).

The Vision Delivery Board delivers its mandate through the Board Committees that are organized and supported by the Vision Delivery Secretariat. The foregoing findings on the significantly high importance of the Secretariat's capacity suggests the need to deepen its capability in terms of skills, resources, mandate, etc.

5.4 Conclusion

The study found that the Vision Delivery Board continues to successfully provide strategic leadership and coordination in the implementation of Kenya's Vision 2030. In the study, it was established that there needs to be more involvement of the ministries, implementing agencies and private sector participants in the entire process from preparation of documents and schedules to implementation of the Vision 2030 projects. The composition of the Vision Delivery Board was reported to have a significant influence on the board's ability to execute its mandate.

The financial resources allocated to the Vision Delivery Board was found not to have a significant influence on the Board's ability to ensure completion of Vision 2030 flagship projects as well as its ability to support the introduction of new projects. However, funding of the projects planned in the Vision was found to be a major setback in that the low allocation of resources results in delays in the completion of projects at the estimated time.

The Vision Delivery Board executes its mandate largely through the Vision Delivery Secretariat. In this regard, the study found that the capacity of the secretariat has a 70 per cent effect on the Board's ability to achieve Vision 2030 goals. Further, the secretariat's capacity also influences the development of new policies to a large extent. On the other hand, the study established that the capacity of the Secretariat does not influence the Board's ability to ensure completion of Vision 2030 flagship projects due to the fact that the State Agencies are the ones that undertake implementation of the flagship projects directly.

5.5 Recommendations

Following the research findings and conclusion, it is recommended that initiatives be made to enhance a better understanding of the Vision 2030 and the Vision Delivery Board's mandate. There is little knowledge among the public and some State Agencies on what exactly the Board

does. A better understanding of the Board's mandate will also assist in ensuring that there is no replication of the Board's mandate in other institutions. There needs to be a clear coordination framework to also ensure that there is greater collaboration among agencies for faster implementation of Vision 2030 programmes and projects.

The Board should also be steadfast in ensuring more diversity and representation of stakeholders in all aspects of the Vision's implementation. Deliberate involvement of private sector is key in domesticating involvement and distribution of the benefits of Vision 2030 flagship projects. When the community is the primary external stakeholder, the board composition can be a useful instrument to represent the objectives of a number of local stakeholders. Adoption of good corporate governance practices is expected to provide improved decision-making in the Board. Moreover, sustainable organizations within the public sector can only be brought about through good management, strategic leadership, representation, and better allocation of resources.

5.6 Contribution to Knowledge

As discussed in the literature review section, there is little empirical evidence that evaluates the role and performance of government Board's in implementation of development plans. This study provides information on the sole institution that is charged with coordinating the implementation of Kenya's long-term development plan, Kenya Vision 2030. The findings highlighted in section 5.3 and 5.4 above have discussed this additional knowledge in detail.

Additional factors that would influence the Vision Delivery Board in implementation of Vision 2030 were identified through qualitative responses to an open-ended question that asked respondents to list in order of importance factors that influence the Board in implementation of Kenya Vision 2030. The commonly sighted factors included the understanding of Vision 2030 and the legislative framework.

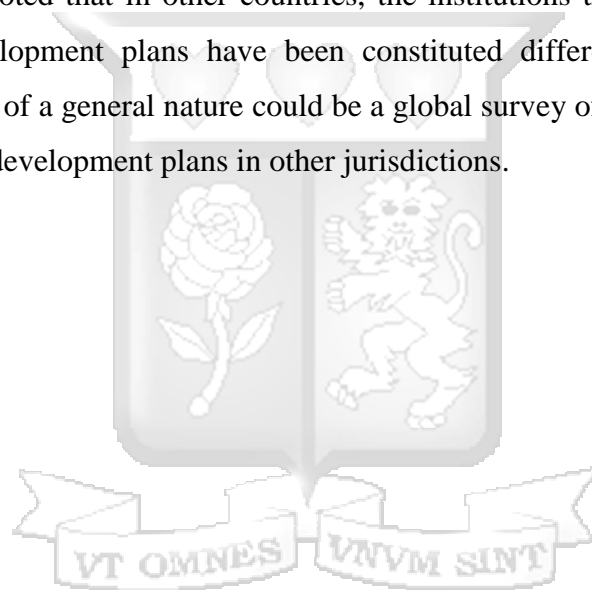
Given the magnitude of Vision 2030 flagship projects, the respondents also indicated the level of allocation of resources (financial, human capital, technology, institutional etc) by government as a contributory factor to the performance of the Vision Delivery Board. A compliment to this was sighted to be the mobilization of resources from development partners (bilateral, multilateral, civil society) and private sector.

5.7 Limitations of the Study

The main limitation of this study was that the Board undertakes its mandate through the functions performed by the Vision Delivery Secretariat. In this regard, there was need for clarity to the respondents on the difference between the Board and the Secretariat.

5.8 Suggestions for further research

This study identifies important factors that influence the Vision Delivery Board in implementation of Kenya's Vision 2030. An area for further study could be what aspects of the Vision Delivery Secretariats' Capacity are deemed to have the highest transformational effect on the performance of the Vision Delivery Board and by implication, the achievement of Vision 2030 goals. It is to be noted that in other countries, the institutions that have spearheaded the implementation of development plans have been constituted differently and given varying mandates. Another study of a general nature could be a global survey of the key factors that have enabled achievement of development plans in other jurisdictions.



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APPENDIX 1: THE 26 SECTORS OF VISION 2030

Foundations and Enablers of Vision 2030

1. Infrastructure (Roads, Rail, Ports, Air transport, etc)
2. Energy
3. Information and Communication Technology
4. Science Technology and Innovation (STI)
5. Land Reforms;
6. Public Sector Reforms
7. Labour and Employment
8. Ending Drought Emergencies
9. Security, Peace Building and Conflict Resolution
10. National Values and Ethics (new sector in MTP II)

Economic Pillar of Vision 2030

11. Agriculture and Livestock
12. Manufacturing
13. Tourism
14. Trade
15. Business Process Outsourcing
16. Financial Services
17. Oil and Mineral Resources (new sector MTP II)
18. The Blue Economy (new sector in MTP III)

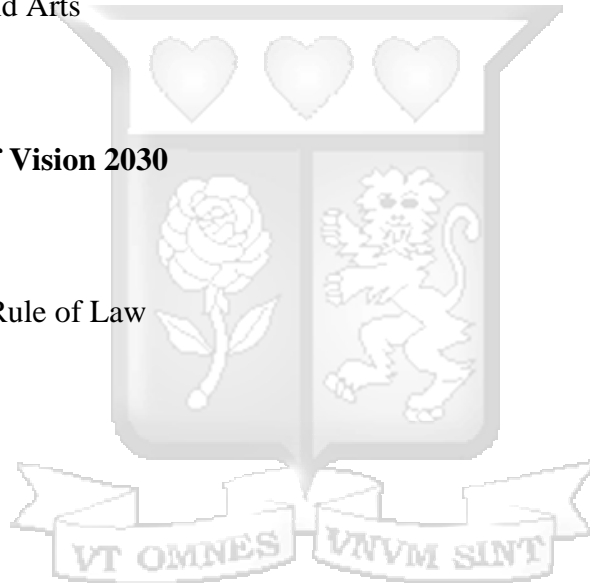


Social Pillar of Vision 2030

- 19. Health
- 20. Population, Urbanization and Housing
- 21. Education and Training
- 22. Environment, Water and Sanitation
- 23. Gender, Youth and Vulnerable Groups
- 24. Sports, Culture and Arts

Political Pillar of Vision 2030

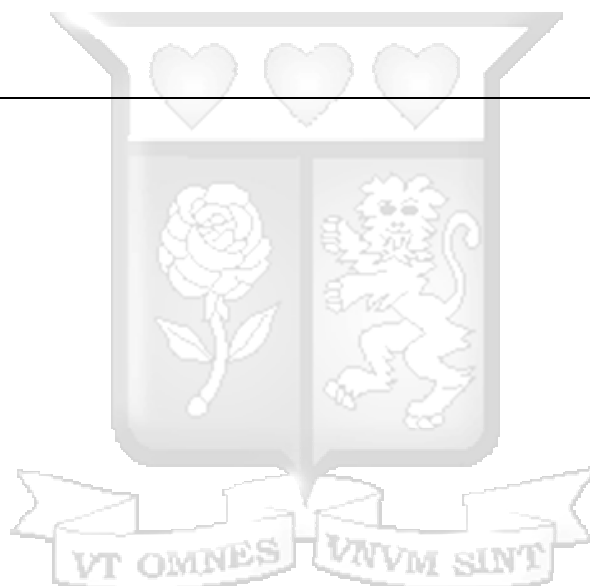
- 25. Devolution
- 26. Governance and Rule of Law



**APPENDIX 2: THE SPECIFIC FUNCTIONS OF VISION 2030 DELIVERY
SECRETARIAT**

	Function
a)	Provide strategic leadership and coordination in the realization of the overall goals and objectives of the Vision and its Medium-Term Plans;
b)	drive and manage the transformation process;
c)	assist in the preparation of all relevant project documents on the Vision flagship projects together with their implementation schedules and costs;
d)	provide liaison between Government Ministries and the private sector participants in each flagship project;
e)	ensure that all projects and programmes contained in the Vision and the Medium-Term Plans are funded, launched and completed on schedule;
f)	coordinate the activities of Government Ministries and Departments and private sector institutions that will be collaborating in the implementation of the Vision flagship projects;
g)	undertake any rapid action necessary to remove such implementation bottlenecks and may arise in the course of implementation of projects;
h)	undertake constant monitoring and evaluation of all the projects under the Vision and undertake such remedial action as may be necessary for the realization of the goals under the Vision;
i)	prepare quarterly and mid-term implementation Progress Reports for consideration by the

	Vision Delivery Board and the Vision 2030 Cabinet Committee;
j)	aggressively market the Vision and its medium-term plans and publicize and communicate its activities and achievements to the people of Kenya;
k)	recommend to the Board any revisions or additions to the Vision in the light of experience, or unexpected changes in the national or global economy;
l)	recommend to the Government of Kenya any institutional, legal or administrative changes that may be necessary to realize the Vision goals and aspirations as well as the goals of the medium-term plan.



APPENDIX 3: SECTOR DELIVERY SECRETARIATS

1. Tourism Sector Delivery Secretariat

Convener: Permanent Secretary, Ministry of Tourism

Members:

- Ministry of Tourism
- Ministry of Forestry and Wildlife
- Ministry of national Heritage and Culture
- Ministry of Environment and Mineral Resources
- Ministry of Roads
- Ministry of Youth and Sports
- Ministry of State for Development of Northern Kenya and Other Arid Lands
- Ministry of State for Provincial Administration and Internal Security
- Ministry of State for Planning, National Development and Vision 2030
- Ministry of Regional Development Authorities

Other institutions: All the relevant State Corporations such as KWS, KTB, CLT and Public Universities

2. Agriculture Sector Delivery Secretariat

Convener: Permanent Secretary, Ministry of Agriculture

Members:

- Ministry of Agriculture
- Ministry of Lands
- Ministry of Livestock

- Ministry of Co-operatives
- Ministry of Regional Development Authorities
- Ministry of State for Development of Northern Kenya and Other Arid Lands
- Ministry of State for Planning, National Development and Vision 2030
- Ministry of Water and Irrigation

Other Institutions: All relevant State Corporations and Public Universities

3. Retail Sector Delivery Secretariat

Convener: Permanent Secretary, Ministry of Trade

Members:

- Ministry of Trade
- Ministry of East African Community
- Office of the Deputy Prime Minister and Ministry of Local Government
- Ministry of Agriculture
- Ministry of Industrialization
- Ministry of State for Planning, National Development and Vision 2030

4. Manufacturing Sector Delivery Secretariat

Convener: Permanent Secretary, Ministry of Industrialization

Members:

- Ministry of Industrialization
- Ministry of Energy
- Ministry of Trade
- Ministry of Nairobi Metropolitan Development

- Ministry of Local Government
- Ministry of Lands
- Ministry of Labour
- Ministry of Environment and Mineral Resources
- Ministry of Agriculture
- Ministry of State for Planning, National Development and Vision 2030
- Ministry of East Africa Cooperation
- Office of the Prime Minister and Ministry of Finance
- Ministry of Energy
- Ministry of Information and Communications

All the relevant State Corporations and Public Universities

5. Business Process Outsourcing Service Delivery Secretariat

Convener: Permanent Secretary, Ministry of Information

Members:

- Ministry of Information
- Ministry of Labour
- Solicitor General
- Ministry of Higher Education, Science and Technology
- Ministry of Industrialization
- Ministry of Youth Affairs and Sports
- Ministry of Trade
- Ministry of Nairobi Metropolitan

- Office of the Deputy Prime Minister and Ministry of Local Government
- Ministry of State for Planning, National Development and Vision 2030
- Ministry of State for Immigration and Registration of Persons
- Ministry of Lands
- Ministry of Energy
- Office of the President – E- Government

Other: All the relevant State Corporations such as the ICT Board, CCK, KNBS, KRA, and Public Universities

6. Financial Sector Delivery Secretariat

Convener: Permanent Secretary: Office of the Deputy Prime Minister and Ministry of Finance

Members:

- Ministry of Co-operative Development
- Ministry of Labour
- Ministry of Foreign Affairs
- Ministry of State for Planning, National Development and Vision 2030
- State Law Office

Other: All the relevant State Corporations such as CBK, KIPPRA, KRA, CMA and Public Universities

7. Enablers and Macro Sector Delivery Secretariat

Convener: Permanent Secretary, Ministry of Transport

Members:

- Ministry of Transport

- Ministry of Energy
- Ministry of Lands
- Ministry of Water and Irrigation
- Ministry of Justice, National Cohesion and Constitutional Affairs
- Ministry of State for Planning, National Development and Vision 2030
- Ministry of Higher Education, Science and Technology
- Ministry of Public Works
- Office of the Deputy Prime Minister and Ministry of Finance
- Ministry of Nairobi Metropolitan Development
- Public Sector Reforms (Secretariat)

8. Social Sector Delivery Secretariat

Convener: Permanent Secretary, Ministry of State for Planning, National Development and Vision 2030

Members:

- Ministry of Education
- Ministry of Higher Education, Science and Technology
- Ministry of Medical Services
- Ministry of Public Health and Sanitation
- Ministry of Labour
- Ministry of Gender, Children and Social Development
- Ministry of Youth Affairs and Sports
- Ministry of State for Special Programmes
- Ministry for Environment

- Ministry of Home Affairs
- Ministry of Housing

Other: All the relevant State Corporations such as KEMRI, NACC, National Academy of Sciences and Public Universities

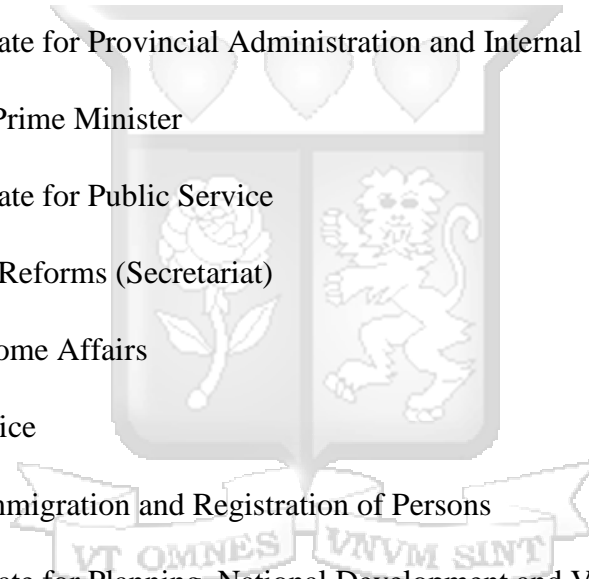
9. Political Sector Delivery Secretariat

Convener: Permanent Secretary, Ministry of Justice, National Cohesion and Constitutional affairs

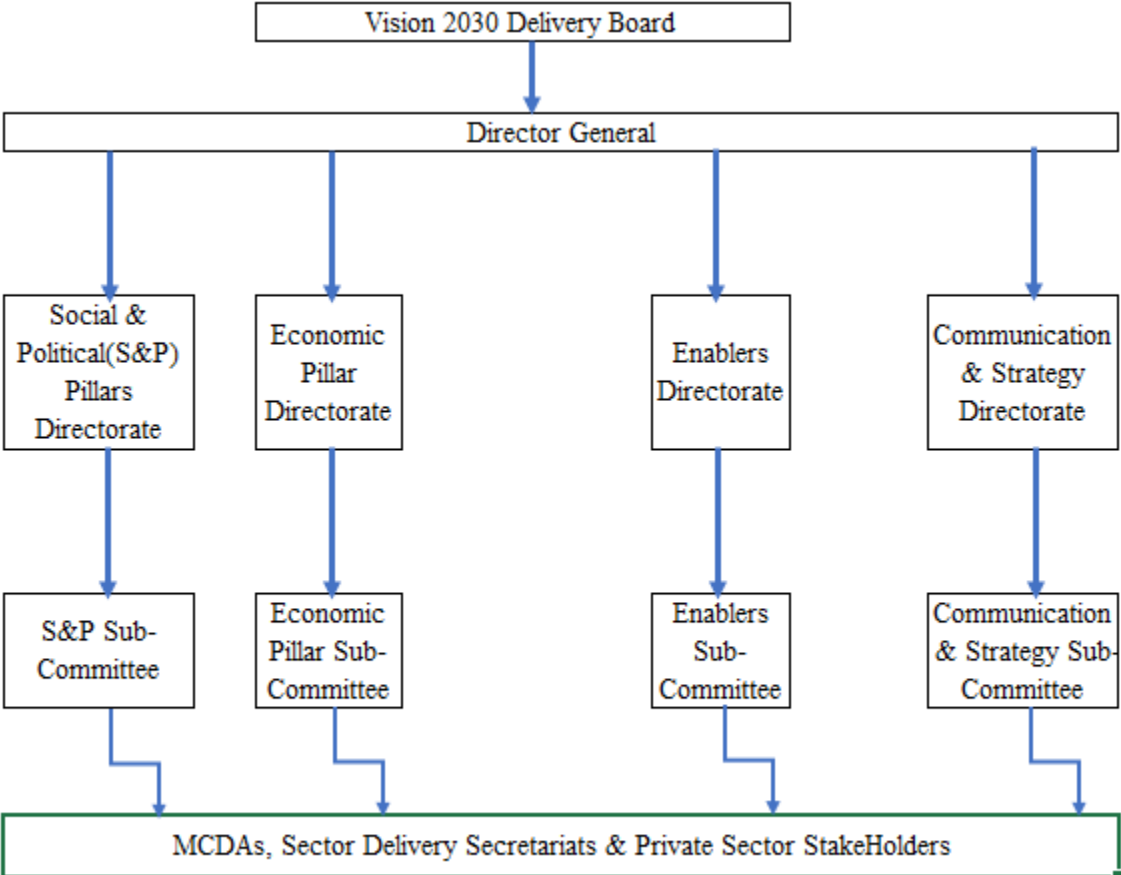
Members:

- Ministry of State for Provincial Administration and Internal Security
- Office of the Prime Minister
- Ministry of State for Public Service
- Public Sector Reforms (Secretariat)
- Ministry of Home Affairs
- State Law Office
- Ministry of Immigration and Registration of Persons
- Ministry of State for Planning, National Development and Vision 2030

Other: All the relevant State Corporations, Commissions and Public Universities



APPENDIX 4: AN ILLUSTRATION OF HOW THE VISION 2030 DELIVERY BOARD OPERATES



APPENDIX 5: QUESTIONNAIRE

Personal Details:

1. Gender (Please click/tick the right box)

Male

Female

2. Relation to the Vision Delivery Board: (Please click/tick the right box)

Board member of Vision Delivery Board

Management Staff, Vision Delivery Secretariat

Staff of an Implementing Agency

Senior Staff of the State Department for Planning

3. Duration of time associated with the Vision Delivery Board (Please click/tick the right box)

Less than 3 Years

3 to 6 Years

Over 6 Years

4. To what extent would you say that you understand the role of the Vision Delivery Board in the attainment of Kenya Vision 2030? * (Please tick the right box)

Very Large Extent

Small Extent

Large Extent

No Extent at all

Some Extent

5. This section seeks your views on the Mandate of VDB in the implementation of

Vision 2030. (Please tick the right box)

<p><i>On a scale of 1 to 5, where 1 is for Totally Disagree and 5 is for Totally Agree please complete the following</i></p> <p>Indicate the extent to which you agree with the following statements</p>		<p>Totally Disagree (1)</p>	<p>Moderately Disagree (2)</p>	<p>Neutral (3)</p>	<p>Moderately Agree (4)</p>	<p>Totally agree (5)</p>
1.	(a)The Board sufficiently provides strategic leadership for the achievement of the Vision and medium-term plans					
	(b)The Board sufficiently provides guidance on the goals directed at achieving the Vision and medium-term plans					
2.	The board is greatly involved in driving and managing Kenya’s transformation process					
3.	(a)With respect to Vision 2030 flagship projects, the Board is effectively involved with the different stakeholders in the preparation of documents.					
	(b)With respect to Vision 2030 flagship projects, the Board is effectively involved with the different stakeholders in the implementation of the projects.					
	(c) With respect to Vision 2030 flagship projects, the Board is effectively involved with the different stakeholders in the preparation of schedules for the projects					
4.	The Board is continually able to provide a connection between the ministries and private sector participants in the vision 2030 projects.					
5.	(a)The Board ensures that all projects planned in the Vision are funded					

	(b) The Board ensures that all projects planned in the Vision are launched					
	(c) The Board ensures that all projects planned in the vision are completed on schedule					
6.	The Board successfully ensures that there is coordination of activities among the government ministries, departments and private institutions hence attaining implementation of flagship projects					
7.	The Board acts with speed when implementation bottlenecks are encountered in the implementation of projects					
8.	The Board continually monitors and evaluates all the projects that are under the Vision					
9.	The Vision Delivery Secretariat prepares necessary progress reports to be submitted for consideration to the board.					
10.	The Vision 2030 and medium-term plans are aggressively marketed to reach the entire populace					
11.	The Board receives revisions or additions to the Vision when changes are either expected or through experience sharing					
12.	The Board continually engages the government of Kenya through provision of any institutional, legal, or even administrative changes that might be important in attaining the Vision goals as well as aspirations.					

6. This section seeks your views on the relative importance of the stated mandate of VDB in supporting the implementation of Vision 2030

<i>On a scale of 1 to 5, where 1 is for Not important At All and 5 is Extremely Important please complete the following</i>		Not Important At All (1)	Least Importance (2)	Moderately Important (3)	Very Important (4)	Extremely Important (5)
Indicate the extent to which you agree with the following statements						
1.	Providing sufficient strategic leadership as well as goals directed at achieving the Vision and medium-term plans					
2.	The Board's involvement in driving and managing Kenya's transformation process					
3.	(a)The Board's involvement with different stakeholders in the preparation of documents for the flagship projects					
	(b)The Board's involvement with different stakeholders in the implementation of Vision 2030 flagship projects					
	(c) The Board's involvement with different stakeholders in the preparation of documents for the flagship projects					
4.	The Board's continued ability to provide a connection between the ministries and private sector participants in the vision 2030 projects.					
5.	(a)The Board's ability to ensure that all projects planned in the Vision are funded					
	(b)The Board's ability to ensure that all projects planned in the vision are launched					
	(c) The Board's ability to ensure that all projects planned in the vision are completed on schedule					

6.	The Board's successful coordination of activities among the government ministries, departments and private institutions hence attaining implementation of flagship projects					
7.	The Board acting with speed when implementation bottlenecks are encountered in the implementation of projects					
8.	The Board continually monitoring and evaluating all the projects that are under the Vision					
9.	The preparation by the Vision Delivery Secretariat of necessary progress reports and submission for consideration to the board.					
10.	Aggressive marketing to the entire populace of the Vision 2030 and medium-term plans					
11.	Receipt by the Board of revisions or additions to the Vision when changes are either expected or through experience sharing					
12.	The Board's continued engagement of the government of Kenya through provision of institutional, legal, or even administrative changes that might be important in attaining the Vision goals as well as aspirations.					

7. This section seeks your views on the influence of certain attributes on the performance of the Vision Delivery Board with respect to selected outcomes:

<p><i>On a scale of 1 to 5, where 1 is Totally disagree and 5 is Totally agree please complete the following</i></p> <p>Indicate the extent to which you agree with the following statements</p>		Totally Disagree (1)	Moderately Disagree (2)	Neutral (3)	Moderately Agree (4)	Totally Agree (5)
1.	Capacity of Vision Delivery Secretariat					
	(a)The capacity of the Vision Delivery Secretariat has a significant influence on the Board’s ability to achieve Vision 2030 goals.					
	(b)The capacity of the Vision Delivery Secretariat has a significant influence on the Board’s ability to develop of new policies					
	(c)The capacity of the Vision Delivery Secretariat has a significant influence on the Board’s ability to ensure completion of Vision 2030 flagship projects					
	(d)The capacity of the Vision Delivery Secretariat has a significant influence on the Board’s ability to support the introduction of new Projects					
2.	Composition of the Vision Delivery Board (size and diversity)					
	(a)The composition of the Vision Delivery Board has a significant influence on the Board’s ability to achieve Vision 2030 goals.					

	(b)The composition of the Vision Delivery Board has a significant influence on the Board’s ability to develop of new policies					
	(c)The composition of the Vision Delivery Board has a significant influence on the Board’s ability to ensure completion of Vision 2030 flagship projects					
	(d)The composition of the Vision Delivery Board as a significant influence on the Board’s ability to support the introduction of new Projects					
3.	Financial Resources Allocated to Vision Delivery Board					
	(a)The financial resources allocated to the Vision Delivery Board has a significant influence on the Board’s ability to achieve Vision 2030 goals.					
	(b)The financial resources allocated to the Vision Delivery Board has a significant influence on the Board’s ability to develop of new policies					
	(c)The financial resources allocated to the Vision Delivery Board has a significant influence on the Board’s ability to ensure completion of Vision 2030 flagship projects					
	(d)The financial resources allocated the Vision Delivery Board as a significant influence on the Board’s ability to support the introduction of new Projects					

8. To what extent do you think the role of the Vision Delivery Board in the implementation of Kenya Vision 2030 is clear to all stakeholders? (Please tick the right box)

- Very Great Extent Little Extent
- Great Extent No Extent at all
- Some Extent

9. This question seeks to establish if there are gaps in the functions of the Vision Delivery Board. (Please tick the right box)

On a scale of 1 to 5, 1 being Totally Disagree and 5 Totally Agree please complete the following		Totally Disagree (1)	Moderately Disagree (2)	Neutral (3)	Moderately Agree (4)	Totally agree (5)
Indicate the extent to which you agree with the following statements						
1.	The Board provides adequate coordination between the agencies that are implementing Vision 2030					
2.	Appropriate training is continually carried out for the Board members to ensure they are up-to-date with current trends in the Vision 2030 goals					
3.	The funding by the National Treasury to the Vision Delivery Board is adequate for its mandate					
4.	There is sufficient funding by the National Treasury to the Agencies that implement Vision 2030 projects and programmes					
5.	There is clear information in the public domain on the					

	exact role that the Board is supposed to play					
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10. Please indicate the extent to which the Board has been successful in achieving the following:

<i>On a scale of 1 to 5, 1 being Totally Disagree and 5 Totally Agree please complete the following</i>		Totally Disagree (1)	Moderately Disagree (2)	Neutral (3)	Moderately Agree (4)	Totally agree (5)
Indicate the extent to which you agree with the following statements						
1.	Supporting the completion of Vision 2030 flagship projects					
2.	Championing the introduction of new projects					
3.	Coordinating resource mobilization to finance Vision 2030 flagship projects					
4.	Assisting Ministries, Departments and Agencies' in completion of Vision 2030 projects					
5.	Providing guidance in policy direction towards the implementation of Vision 2030 development framework					

11. Overall, how would you rate the relative performance of Vision Delivery Board in the execution of its mandate? (Please click/tick the right box)

- Excellent
- Above Average
- Average
- Below Average

Poor

Very Poor

12. Please list in-order of importance the factors that influence the Vision Delivery Board in implementation of Vision 2030. (Start with the most important)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____



APPENDIX 6: NACOSTI RESEARCH AUTHORIZATION



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No: **NACOSTI/P/19/67706/30064**

Date: **17th May, 2019**


Scholla Wanjiku Njire
Strathmore University
P.O. Box 59857-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*An evaluation of the role of vision delivery board in implementation of Kenya Vision 2030*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **16th May, 2020**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


DR. MOSES RUGUTT, PHD, OGW
DIRECTOR GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.