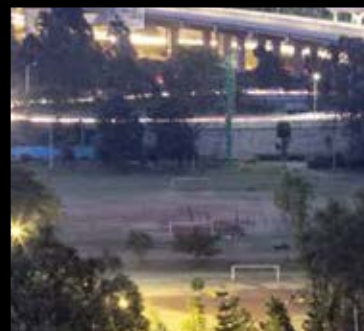


BEST OF KENYA

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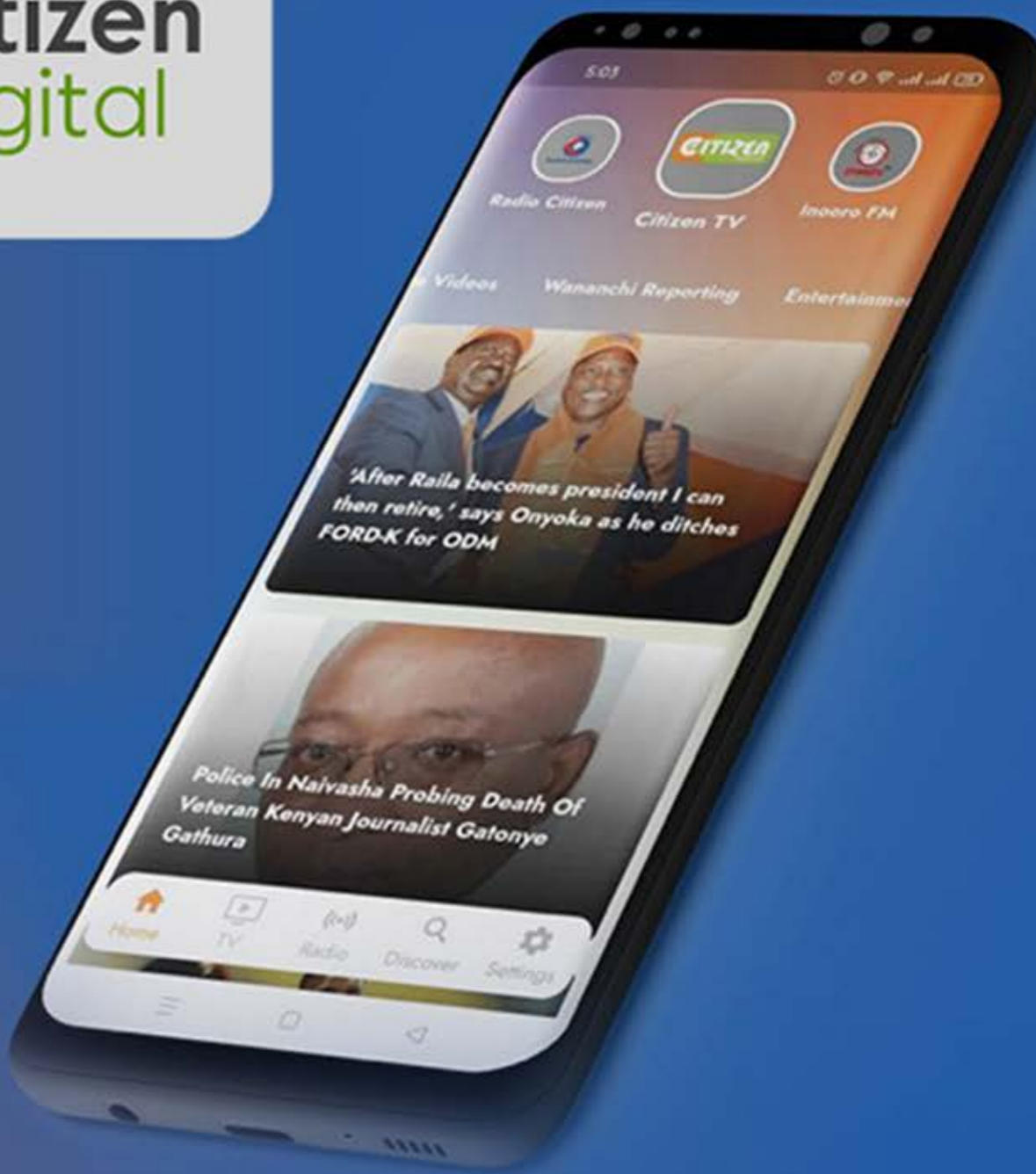
KENYA BEYOND 60





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Kenya Beyond 60



Launch memory: From left Kwendo Opanga, Kelvin Wachira, Pharis Matata, Clement Omondi, Mbaruku Vyakweli, Prime Cabinet Secretary Musalia Mudavadi, Simon Mugo, Mejumaa Mbaruku, Charles Wachira and Daniel Ngugi pose during the launch of Best of Kenya Volume 4.

The celebration of Kenya's 60th anniversary of independence from colonial rule on December 12, 2023, was rather muted. A new government, ushered in 17 months earlier, had declared the nation's coffers empty and blamed this unexpected turn of events on a spendthrift predecessor.

The government could not be seen to be celebrating an anniversary while at the same time subjecting its citizenry to unprecedented austerity measures. For Global Village Publishers (EA) Limited and Best of Kenya, publisher and flagship publication, respectively, the government was right in considerably scaling down the anniversary's festival.

Best of Kenya Volume 4 brings you its stock take in the usual attractive, easy to read format. As a publication committed to complementing government efforts in positioning Kenya as a reputable visitor and investor destination, this volume is anchored in showcasing Kenya's success stories over the last six decades.

We highlight policy landmarks and celebrate achievements in different fields in public and private spheres that make Kenya such an enviable hub in the region. Themed Kenya Beyond 60, Best of Kenya Volume 4, aligns with the government's Medium-Term Plan (MTP) IV, the five-year roadmap for raising economic growth to 7.2 per cent by 2027.

This is in line with the Bottom-Up Economic Transformation Agenda, and in tandem with Vision 2030, Kenya's long-term economic blueprint. We are proud to complement MTP IV in strengthening Kenya's economic resilience and drive for inclusive, broad-based and sustainable economic growth.

This volume also showcases unique trailblazing by Kenyan enterprises and entrepreneurs in health, banking, education, aviation, water, export processing zones and sports.

Happy reading!

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Publisher: Global Village Publishers (EA) Limited

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Foreword from the Prime Cabinet Secretary and Cabinet Secretary for Foreign and Diaspora Affairs



Best of Kenya, as the publication likes to boast, takes Kenya to the world. The coffee table book profiles Kenya as a reputable visitor and investor destination by showcasing the country's success stories of enterprise and entrepreneurship in both public and private sectors.

By doing so, Best of Kenya tells the world that Kenya is open for business 24/7 and 365 days. By profiling these successful enterprises, Best of Kenya tells both local and international investors to take advantage of Kenya's carefully created and jealously guarded business-friendly climate and build their businesses in the country.

Best of Kenya did this in 2008, which was a tough year for Kenya as we were coming out of the post-election violence of the previous year. The publication promoted the view that the violence was a blip, an aberration, and resilient Kenya would bounce back. It did.

In 2010, Best of Kenya enthusiastically welcomed Vision 2030 because it charted a creditable blueprint for the development of the country to an industrialising status. Kenya remains on course to achieve that goal.

2013 was the year of Kenya's golden jubilee of independence. The publication, while appreciating the euphoria, called for measured celebration and serious reflection and introspection because all had not been rosy over the five decades of uhuru.

On December 12, 2024 Kenya celebrated its 61st Independence Day and Best of Kenya Volume 4 is reviewing the events of the last six decades. It is not only taking stock, but is also looking ahead with a corresponding theme, Kenya Beyond 60.

It is tempting to immerse ourselves in celebrating and forget to prepare the ground with reasons for a better celebration next time around. The terrain is also familiar; Kenya's economy is just recovering from a sluggish patch that was characterised by a high cost of living occasioned by high prices of fuel and the depreciation of the Kenyan shilling against the hard currencies.

Best of Kenya is, once again, saying that the proven resilience of Kenyans will win the day as the measures put in place by the Government to address and readdress these challenges bear fruit. But the tough times must remind us all that we cannot afford to be complacent.

Best of Kenya is therefore a patriotic publication, always telling Kenyans to embrace enterprise and entrepreneurship, calling on the Government to support small businesses, which the book regards as tomorrow's big enterprises, and the private sector, which it typifies as the engine of Kenya's economic growth.

Unsurprisingly, Best of Kenya Volume 4 is anchored on the Government's Fourth Medium Term Plan, better known as MTP 4, which His Excellency the President of the Republic, Dr William Samoei Ruto, launched early in 2023. MTP 4 is the Government's five-year road map for raising economic growth to 7.2 per cent by 2027 in line with the Bottom-Up Economic Transformation Agenda for Inclusive Growth, and Vision 2030, the long term economic blueprint.

Best of Kenya reminds me that however challenging today may be, tomorrow will be bright and hope will pervade the landscape because Kenyans are a resilient people who work hard to keep Kenya bright and turn to each other for inspiration. I recommend Best of Kenya Volume 4 to the reading public because it is a story of Kenya told by Kenyans who see Kenya through Kenyan eyes.

His Excellency Dr Musalia Mudavadi, EGH





CHAPTERS

Best of Kenya

Kenya at a Glance



Planning in Kenya



Vision 2030



World Beating Envoys



Agriculture



Tourism and Hospitality



Energy



Infrastructure and Communications



Education



Industry



Devolution



Health



East African Community



Retail, Shopping and Banking



Icons





CHAPTER 1

Kenya at a Glance





Economic Snapshot 2024

Regional Leader in Growth and Investment Opportunities

Kenya continues to cement its position as a regional economic hub, offering a stable and diversified economy with competitive metrics that set it apart in East Africa. Here's how Kenya's financial performance in 2024 compares with its neighbours and the broader Sub-Saharan Africa region:

1. GDP Size

- Kenya: \$120 billion
- Tanzania: \$85 billion
- Uganda: \$45 billion
- Rwanda: \$15 billion

Kenya remains the largest economy in East Africa, providing a robust platform for investment in manufacturing, services and agriculture.

2. GDP Growth Rate

- Kenya: 5.5 per cent
- Tanzania: 5.9 per cent
- Uganda: 5.2 per cent
- Rwanda: 6.1 per cent

While Rwanda and Tanzania have slightly higher growth rates, Kenya's diversified economy and infrastructure investments ensure sustainable long-term growth.



3. Population & Workforce

- Kenya: 58 million (70 per cent under 35 years)
- Tanzania: 65 million
- Uganda: 49 million
- Rwanda: 14 million

Kenya offers a dynamic, youthful workforce that is well-educated, creating a competitive advantage for labour-intensive industries.

4. Foreign Direct Investment (FDI) Inflows

- Kenya: \$2.5 billion USD
- Tanzania: \$1.5 billion USD
- Uganda: \$1.3 billion USD
- Rwanda: \$500 million USD

Kenya leads the region in FDI inflows, driven by investor-friendly policies and sectors like ICT, renewable energy and real estate.

5. Export Revenue

- Kenya: \$10 billion USD
- Tanzania: \$9.8 billion USD
- Uganda: \$5.1 billion USD
- Rwanda: \$1.5 billion USD

Kenya's export competitiveness is anchored in its leadership in tea, coffee, flowers, and horticultural products, with access to global markets through modern port and logistics infrastructure.

6. Import Expenditure

- Kenya: \$17 billion USD
- Tanzania: \$12 billion USD
- Uganda: \$9 billion USD
- Rwanda: \$4 billion USD

Kenya's higher import figures reflect its role as a regional trade hub and entry point for goods into East Africa.

7. Services Sector Contribution to GDP

- Kenya: 58 per cent
- Tanzania: 48 per cent
- Uganda: 44 per cent
- Rwanda: 52 per cent

Kenya boasts a well-developed services sector, particularly in finance, tourism and

ICT, making it an ideal location for regional headquarters and tech investments.

8. ICT Sector Growth

- Kenya: 9 per cent
- Tanzania: 6 per cent
- Uganda: 4 per cent
- Rwanda: 8 per cent

Kenya leads the ICT revolution in the region, driven by innovations such as M-Pesa, the mobile money transfer, and robust digital infrastructure, earning it the title Silicon Savannah.

9. Renewable Energy Mix

- Kenya: 30 per cent
- Tanzania: 15 per cent
- Uganda: 18 per cent
- Rwanda: 21 per cent

Kenya is a regional leader in renewable energy, particularly in geothermal, wind, and solar power, offering significant opportunities for green energy investments.

10. Tourism Revenue

- Kenya: \$2.1 billion USD
- Tanzania: \$2 billion USD
- Uganda: \$1.1 billion USD
- Rwanda: \$800 million USD

Kenya remains the top tourism destination in East Africa, driven by iconic attractions such as the Maasai Mara, and Mount Kenya, and coastal destinations like Mombasa.

11. Public Debt-to-GDP Ratio

- Kenya: 65 per cent
- Tanzania: 50 per cent
- Uganda: 55 per cent
- Rwanda: 65 per cent

While Kenya's debt-to-GDP ratio matches Rwanda's, its investment in large-scale infrastructure projects justifies the borrowing and positions the country for long-term economic gains.

12. Fiscal Deficit

- Kenya: 7 per cent of GDP
- Tanzania: 5.3 per cent of GDP
- Uganda: 5.8 per cent of GDP
- Rwanda: 6.5 per cent of GDP

GDP Size

Kenya: \$120 billion
 Tanzania: \$85 billion
 Uganda: \$45 billion
 Rwanda: \$15 billion

Export Revenue

Kenya: \$10 billion
 Tanzania: \$9.8 billion
 Uganda: \$5.1 billion
 Rwanda: \$1.5 billion



Public Debt-to-GDP Ratio

Kenya: 65 per cent
 Tanzania: 50 per cent
 Uganda: 55 per cent
 Rwanda: 65 per cent



Tourism Revenue in USD

Kenya: \$2.1 billion
 Tanzania: \$2 billion
 Uganda: \$1.1 billion
 Rwanda: \$800 million

Kenya's fiscal deficit reflects its commitment to developmental spending, particularly in transport, energy, and education.

- Uganda: 6.2 per cent
- Rwanda: 6.5 per cent

13. Ease of Doing Business Ranking

- Kenya: Top 3 in Africa
- Tanzania: Top 10 in Africa
- Uganda: Top 15 in Africa
- Rwanda: Top 2 in Africa

Thanks to its pro-business environment, robust legal framework and innovation-driven policies, Kenya is a leading destination for business in East Africa.

14. Regional Trade Integration

Kenya is a founding member of the East African Community (EAC) and a key player in the African Continental Free Trade Area (AfCFTA), offering investors preferential trade access to a market of over 300 million people.

15. Inflation Rate

- Kenya: 5.8 per cent
- Tanzania: 3.9 per cent

Kenya's moderate inflation rate reflects a balanced monetary policy and strong financial sector regulation, ensuring price stability for investors and businesses.

16. Financial Inclusion

- Kenya: 84 per cent (banked or using formal financial services)
- Tanzania: 65 per cent
- Uganda: 58 per cent
- Rwanda: 72 per cent

Kenya leads the region in financial inclusion, driven by mobile money innovations such as M-Pesa, creating a cashless economy that attracts fintech investments.

17. Foreign Exchange Reserves

- Kenya: \$7.5 billion USD
- Tanzania: \$6.4 billion USD
- Uganda: \$4.1 billion USD
- Rwanda: \$1.8 billion USD

Kenya's strong foreign exchange reserves

provide a buffer for economic shocks and support currency stability, offering security to investors.

18. Manufacturing Sector Contribution to GDP

- Kenya: 12 per cent
- Tanzania: 8 pdr cent
- Uganda: 9 per cent
- Rwanda: 7 per cent

Kenya's manufacturing sector leads the region, supported by policies such as the Big Four Agenda initiatives to enhance industrialisation and job creation.

19. Logistics and Infrastructure Ranking (LPI)

- Kenya: Ranked 4th in Africa
- Tanzania: Ranked 7th in Africa
- Uganda: Ranked 10th in Africa
- Rwanda: Ranked 8th in Africa

Kenya's modern infrastructure, including the Standard Gauge Railway (SGR) and upgrades at the Port of Mombasa, positions it as East Africa's logistics hub.



Economic Snapshot 2024

20. Internet Penetration Rate

- Kenya: 85 per cent
- Tanzania: 56 per cent
- Uganda: 45 per cent
- Rwanda: 68 per cent

Kenya's high internet penetration underpins its thriving digital economy and offers unmatched opportunities for investors in e-commerce, ICT, and tech startups.

OVERVIEW

Kenya's leadership in infrastructure, digital connectivity and financial inclusion, make it an investment destination of choice in East Africa. Combined with the earlier data, this economic snapshot gives local and international investors a comprehensive overview of why Kenya is the gateway to East Africa's prosperity.

Why Kenya Stands Out for Investors

- 1. Strategic Location:** Kenya's well-connected ports, railways, and roads serve as the entry point for goods and services across East and Central Africa.
- 2. Sectoral Diversity:** From agriculture to ICT and renewable energy, Kenya offers a range of high-growth sectors for investors.
- 3. Stable Political Environment:** Kenya's track record of peaceful transitions and democratic governance enhances investor confidence.
- 4. Innovation Leadership:** As home to groundbreaking technologies like mobile money and fintech, Kenya is Africa's innovation leader.
- 5. Regional Hub:** Many multinationals have chosen Nairobi as their regional headquarters for East and Central Africa.

Kenya offers a unique blend of economic stability, innovation, and growth,

positioning itself as the ideal investment destination in the region. Whether you're seeking opportunities in agriculture, ICT, energy, or real estate, Kenya is open for business and ready to grow with you.

The information in the economic snapshot is compiled from publicly available data from reputable sources, including:

- **World Bank** – For GDP size, growth rates, inflation, and regional economic comparisons.
- **International Monetary Fund (IMF)** – For fiscal deficit, debt-to-GDP ratios, and foreign exchange reserves.
- **Central Bank of Kenya (CBK)** – For financial inclusion, FDI inflows, and monetary stability.
- **Kenya National Bureau of Statistics (KNBS)** – For population data, workforce demographics, and sectoral contributions to GDP.
- **United Nations Conference on Trade and Development (UNCTAD)** – For trade and export performance.
- **World Economic Forum (WEF)** – For logistics rankings and infrastructure competitiveness.
- **International Telecommunication Union (ITU)** – For internet penetration rates and digital economy metrics.
- **African Development Bank (AfDB)** – For regional infrastructure and renewable energy data.
- **Kenya Investment Authority (KenInvest)** – For ease of doing business and investment insights.
- **Regional Comparisons:** Data is supplemented by the national bureaus of statistics for Tanzania, Uganda, and Rwanda.





CHAPTER 2

Planning in Kenya





Making BETA the Better Deal

The Bottom Up Economic Transformation Agenda and the Fourth Medium Term Plan align with Vision 2030, Kenya's long term development blueprint.

Kenya's Fourth Medium Term Plan (MTP IV) launched in 2023 marks a critical phase in the country's development. Building on the gains from the previous three MTPs, it is aligned with the long-term objectives of the Kenya Vision 2030 economic blueprint. It is in line with the Kenya Kwanza Administration's Bottom-Up Economic Transformation Agenda (BETA).

Introduced in 2008, Vision 2030 is the blueprint for economic transformation into a newly industrialising, middle-income country by 2030. The Fourth Medium Term Plan (2023-2027) is the latest phase in actualising economic transformation, poverty reduction and job creation.

President William Ruto's administration's BETA focuses on empowering small and medium-sized enterprises (SMEs), farmers, and marginalised communities. The aim is to ensure that economic growth benefits all Kenyans, not just the elite.

During the launch, President Ruto declared: "MTP IV is not just a continuation of our development agenda; it's a transformative plan that brings the aspirations of Vision 2030 to the grassroots." The key objectives are:

1. Economic Growth and Job Creation

- Targeting an average annual GDP growth rate of 6.5%.
- Creating at least 1.5 million jobs annually, with a strong focus on youth empowerment.

2. Infrastructure Development

- Expansion of roads, railways, ports, and energy infrastructure.
- Improving access to affordable housing, clean water, and sanitation, particularly in the urban and peri-urban areas.

3. Agricultural Transformation

- Enhancing productivity through modern farming techniques, irrigation, and

value addition.

- Supporting small-scale farmers and promoting food security.

4. Social Protection and Inclusivity

- Expanding social safety nets, improving access to healthcare and education, and promoting gender equality.
- Focusing on marginalized communities.

5. Environmental Sustainability

- Incorporating strategies for sustainable development, including initiatives to combat climate change and promote renewable energy.

6. Good Governance and Devolution

- Enhancing the capacity of county governments to deliver services.

- Emphasizing transparency, accountability, and fighting corruption.

Financing and Implementation

The implementation of MTP IV hinges on securing substantial financial resources. It will require KSh6 trillion (\$50 billion) over its five-year period. This financing will come from a mix of domestic and international sources, including the following:

- The government plans to allocate significant portions of its annual budget to fund the initiatives under MTP IV;
- Leveraging PPPs to attract private sector investment in critical infrastructure projects, such as roads, energy, and housing; and,



The real deal: President William Ruto speaking during the launch of the Fourth Medium Term Development Plan at State House Nairobi.



All ears: The President (seated third from left) follows proceedings at the launch of the Fourth Medium Term Development Plan in 2023.

- Securing financial support from international development partners, including the World Bank, African Development Bank, and bilateral donors.

To ensure effective implementation, the government has established monitoring and evaluation mechanisms. They include regular progress reports, stakeholder consultations, and the use of technology to track the delivery of key projects and programmes. The emphasis is on transparency and accountability, ensuring that funds are utilised efficiently.

The MTP IV has begun to show tangible results. Significant progress has been made in key areas such as infrastructure development, agricultural modernisation, and job creation.

Noteworthy achievements include:

• Infrastructure Projects

- The government has initiated several major road and energy projects such as the Mau Mau Road, which is expected to boost economic activity and improve the quality of life for millions of Kenyans.
- The completion of the Nairobi Expressway has been a landmark achievement, significantly reducing travel time and enhancing connectivity within the capital city.

• Agricultural Modernization

- The introduction of modern irrigation systems in Turkana and the Tana River Delta has enabled year-round farming, boosting productivity by reducing reliance on rain-fed agriculture.



It's all yours: President William Ruto hands over documents relating to the Fourth Medium Term Development Plan to Prime Cabinet Secretary Musalia Mudavadi.

- The distribution of high-yielding seeds and fertilisers to small-scale farmers has boosted crop yields.
- Expanding agricultural extension services has empowered farmers with knowledge and tools to increase yields and income.

• Social Protection Programmes

- The expansion of cash transfer programmes such as *Inua Jamii* has created a safety net for vulnerable populations, particularly the elderly, orphans, and people with disabilities.
- These social protection initiatives have played a crucial role in reducing poverty and

inequality, ensuring that even the marginalised communities are not left behind.

This plan represents a bold and comprehensive strategy to propel the nation towards its Vision 2030 goals. MTP IV ensures that Kenya's economic growth is inclusive, sustainable, and resilient.

As President Ruto stated, "MTP IV is a testament to our commitment to building a Kenya where every citizen has the opportunity to thrive. Through this plan, we are laying the foundation for a prosperous and equitable future for all Kenyans."

MTP IV can transform Kenya into a model of sustainable development and inclusive growth in Africa.



People-based Foreign Policy Shift

Inclusion, equity and sustainable development now shape Kenya's external relations.



Accredited: President William Ruto (centre) and Prime Cabinet Secretary and Cabinet Secretary for Foreign and Diaspora Affairs, Musalia Mudavadi (extreme right), join newly accredited envoys in a group picture at State House Nairobi.

Guided by the vision of President William Samoei Ruto, Kenya's foreign policy has continued to focus on economic diplomacy, peaceful co-existence, regional integration and international solidarity as critical guarantors of the country's anchor role in the region.

The administration's manifesto, the Bottom-Up Economic Transformation Agenda (BETA), has necessitated a significant transformation in Kenya's economic and foreign policy strategy.

By focusing on the empowerment of the grassroots and leveraging regional and international partnerships, BETA has delineated a philosophy of inclusion, equity and sustainable development that now shapes Kenya's external relations and role as a leader in regional and global economic affairs.

In addition, the establishment of the State Department for Diaspora Affairs in 2022, ensures that Government fully harnesses the potential of Kenya's diaspora, through investment and resource mobilisation,

technology and skills transfer, and inclusion in the socio-economic development of the country.

The elaboration of this revised foreign policy is informed by the Constitution, National and County Government policies, legal frameworks, as well as various international treaties, conventions, agreements and charters.

Kenya's foreign policy is aligned with the national development agenda as espoused in the country's long-term development Blueprint, Kenya Vision 2030, BETA and the Fourth Medium Term Plan (2023-2027).

Kenya's national interests play a central role in guiding its international and diplomatic engagements. With the emergence of new global security threats, including the resurgence of regional wars and conflicts; Transnational Organized Crimes (TOGS); terrorism and violent extremism, drug and human trafficking, illicit financial flows and money laundering, rapid changes in technology

among others, Kenya has to upgrade its diplomatic toolkit and strategies to take into account these and other emerging developments.

The global community is presently confronted with many challenges, including environment and climate change; rising Green House Gas (GHG) emissions, ecological degradation, loss of biodiversity, among others. In order to combat these challenges, Kenya has deliberately offered her leadership and sought mutually beneficial strategic partnerships globally.

Moreover, the administration of President Ruto, taking cognisance of the pressing climate, debt and security challenges, has prioritised reform of the global governance system as a key focus of Kenya's foreign policy.

In the period between 1963 to October 2014, Kenya's foreign policy was derived from the Constitution, Sessional Papers, party manifestos, international treaties, agreements, conventions and charters; various national plans, policy and legal frameworks, as well as presidential pronouncements.

It was not until 2014 when Kenya first published its foreign policy document. Kenya has, therefore, reviewed her foreign policy to align it with the national interests and priorities and ensure that it remains effective and relevant.

Moreover, a deliberate shift has occurred towards a more people-centred diplomacy in which all critical stakeholders are involved in the formulation and execution of the nation's foreign policy.

Furthermore, the increasing role of technology has enhanced public engagement in diplomacy resulting in increased participation of non-state actors.

The promotion and safeguarding of national interests are at the core of Kenya's Foreign Policy. National interests are a reflection of the collective

aspirations of the people and are critical for the attainment of the vision and realisation of Kenya's ambitions.

The national interests have been prioritised according to their significance and impact on the well-being of the people and are vital to the country's survival. The projection, promotion and protection of these interests and image globally is a key focus of Kenya's foreign policy. These national interests are:

(a) Territorial Integrity, Sovereignty and Security of Citizenry

This national interest is core to Kenya's survival as a state and vital to the security of citizens. The territory is well defined and comprises land, air, and maritime domains. It also includes the space and cyber domains as emerging dimensions of the territory. The territory also entails Kenya's natural resources which should be secured and sustainably harnessed.

(b) Economic Prosperity

Kenya's economic prosperity is about achieving the desired economic growth, competitiveness and sustainable development. The attainment of this is crucial as it generates resources and funds for the realisation of other vital national interests.

Kenya's economic prosperity can be achieved through enhanced competitiveness, expansion of markets, diversification and production of high-quality goods and services, improved food and nutrition security, and creation of wealth for its people. It also ensures realisation of high standards of living and shared prosperity.

(c) Socio-Political Stability

This national interest is about achieving social and political balance in society to foster national cohesion and unity, inclusiveness, harmony and social equity for all citizens regardless of ethnic, religious and social status.

(d) National Values and Governance

Kenya's national values and governance are important in promoting national unity, virtues of citizenship, patriotism, national pride, and nationhood. They are intended

to inculcate a sense of belonging, underpin public service delivery and contribute to the country's international standing and positive image.

(e) Constitutionalism and the Rule of Law

Constitutionalism and the rule of law embody Kenya's standing as a modern and democratic society that adheres to the supreme law of the land and other international obligations. Constitutionalism and the rule of law ensures the efficient use of public resources for the benefit of citizens, protects investments, and further provides mechanisms for accountability and redress, including the holding of those in public office accountable for their official conduct. Kenya will strive to espouse the values of constitutionalism and rule of law in the region and globally by supporting good governance as a pillar of democracy.

(f) Sustainable Development

This is about utilisation of natural resources without compromising or undermining their use for future generations and ensuring intra and inter-generational equity. Kenya's prudent use of its natural resources will protect its ecosystem, guarantee food security, good health to its citizens and the sustainable harnessing of energy.

The pursuit of sustainable development as a national interest is promoted through sound national development strategies and through multilateral mechanisms of which Kenya remains a recognized player.

(g) Global Influence and Competitiveness

Kenya is a respected member of the international community and is well-recognised for its consistent position on global issues. The country continues to be a destination of choice for investment, connectivity, culture, trade, tourism, and conferencing regionally and beyond.

The cumulative effect of these measures will enhance Kenya's global standing and voice on the international stage. The execution of Kenya's foreign policy and the conduct of international relations are guided by the core principles outlined below.

Further, the policy is inspired by the following national values and principles of governance as stipulated in the Constitution of Kenya, Article 10 (2):

Core Principles

- Nationalism
- Good neighbourliness and non-interference
- Regionalism
- Pan-Africanism
- Humanitarianism
- Reciprocity
- Non-alignment
- Engagement with likeminded and emerging plurilateral arrangements

National Values

1. Patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people;
2. Human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized;
3. Good governance, integrity, transparency and accountability; and: Sustainable Development.

Kenya's foreign policy aims to enhance the country's standing as a regional leader and an effective advocate for Africa's interests on the global stage.

To fulfil this aim, the policy will pursue the following objectives:

1. Protect Kenya's sovereignty and territorial integrity;
2. Promote regional and global peace and security;
3. Advance Kenya's development agenda and economic prosperity;
4. Position Kenya as a leader in environmental and climate action;
5. Project, promote and protect the country's image and prestige globally;
6. Promote sub-regional and regional integration and cooperation;
7. Promote international cooperation, multilateralism and active participation in global governance;
8. Enhance the voice of Kenyans in the Diaspora and promote, protect their interests and welfare abroad.



Strategic Planning: A 60-Year Journey

The evolution of Kenya's economic planning continues to shape the country's socio-economic landscape guided by national development strategies.

Since Kenya's independence in 1963 and its declaration as a Republic in 1964, economic planning has been pivotal in driving economic growth for its citizens.

The landmark Sessional Paper Number 10 of 1965 outlined the principles of African Socialism tailored to Kenya's unique challenges, emphasising decentralised planning and state-directed development.

Subsequent plans, including the First National Development Plan (1964-1970), further refined these objectives with a focus on political equity, social justice, and human dignity.

The evolution of Kenya's economic planning continues to shape its socio-economic landscape, guided by ongoing national development strategies.

The First Development Plan (1966-1970), known as the Green Plan, was published to refine the earlier Red Plan (1964-1970) by improving project content and carefully weighing its economic impact. Influenced by Sessional Paper No. 10 of 1965,

the Green Plan set higher targets for economic growth and capital investment.

The Second NDP (1970-1974), focused on Rural Development, aimed to accelerate economic growth with a special focus on improving rural living standards. The Third NDP (1974-1978), themed "Employment and Income Distribution," emphasised social justice, economic independence, and improved living standards, introducing the first District Development Plans and a project registry for efficiency.

The Fourth NDP (1979-1983), under the theme Alleviation of Poverty, sought to optimise resource use and enhance ownership of the development process.

Full decentralisation was achieved in the 1980s through the District Focus Strategy for Rural Development (DFS), making districts the focal point for planning and implementing development initiatives at the local level.

The DFS was a long-term development initiative aimed at coordinating sectoral

development with district-specific needs. Launched in 1983, DFS promoted decentralization to enhance efficient resource use, address regional disparities, create jobs, and manage natural resources.

The Ministry of Economic Planning spearheaded this effort, strengthening district-level planning and empowering local ministry heads.

District Development Committees (DDCs) were tasked with overseeing district development, holding quarterly meetings to evaluate progress, approve project proposals, and ensure effective resource management. The District Executive Committee (DEC) handled technical planning and project implementation.

DFS's integration of national development plans with local needs was emphasized in successive National Development Plans (NDPs), such as the Fifth NDP (1984-1988), which introduced a project evaluation handbook to improve implementation.



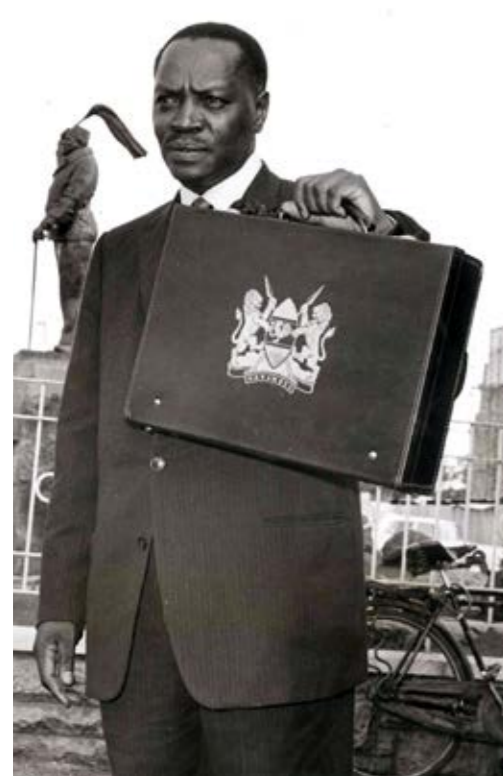
George Saitoti - 1986 to 1992



Musalia Mudavadi - 1993 to 1997



Simeon Nyachae - 1998 to 1999



James Gichuru - 1963 to 1969



Mwai Kibaki - 1969 to 1982



Arthur Magugu - 1982 to 1986

The Sixth NDP (1989-1993) focused on wealth generation through decentralised planning, while the Seventh NDP (1994-1996) shortened planning cycles to align with budgeting procedures.

Subsequent NDPs emphasised industrialization, policy coordination, and the establishment of a comprehensive monitoring and evaluation (M&E) system.

This laid the groundwork for long-term initiatives like the Economic Recovery Strategy (ERS) and Kenya Vision 2030, ensuring that planning remained flexible, responsive, and closely linked to district-level implementation.

Kenya Vision 2030, launched in 2008 following the success of the Economic Recovery Strategy (ERS), aimed to drive long-term development, achieving 7.1 per cent economic growth in 2007.

It is implemented through Five-Year Medium Term Plans (MTPs), which are regularly reviewed and updated to adapt to evolving circumstances.

The Vision Delivery Secretariat (VDS) and Vision Delivery Board (VDB) were established to provide strategic leadership and coordination working

closely with the National Economic and Social Council (NESC) to ensure the successful realisation of Vision 2030 and its MTPs.

Constitution of Kenya 2010

In 2010, Kenya's new Constitution established a decentralised system of governance, devolving power to 47 counties. The first phase of devolution began in 2013, aimed at redistributing power, resources, and representation to the local level to unlock economic potential.

County governments are tasked with preparing budgets, development plans, and ensuring service delivery through the equitable share of national revenue and County Own Source Revenue (OSR).

Devolved five-year County Integrated Development Plans (CIDPs) guide these efforts. Under the previous structure, provincial and district planning officers managed national development coordination and monitoring.

After devolution, these officers were reassigned to counties thereby weakening the national government's economic planning role at the local level.

Medium Term Plans

Kenya's Medium Term Plans (MTPs) are five-year frameworks designed to implement the Kenya Vision 2030. MTPs break down the long-term blueprint into actionable policies, projects, and reforms.

The First, Second, and Third MTPs were executed between 2008-2022, with the Fourth MTP (2023-2027) currently guiding development efforts.

- **MTP I (2008-2012)** launched with Vision 2030, focusing on flagship projects and reforms to boost manufacturing and exports.
- **MTP II (2013-2017)** emphasized devolution and aimed for 10% annual GDP growth while introducing the First Generation County Integrated Development Plans (CIDPs).
- **MTP III (2018-2022)** sought to increase GDP growth to 7% and focused on the Big Four Agenda—manufacturing, affordable housing, universal healthcare, and food security.



David Mwiraria - 2003 to 2006



Amos Kimunya - 2006 to 2008



Uhuru Kenyatta - 2009 to 2011



John Mbadi - incumbent. PHOTO / businessdailyafrica.com

Finance Ministers who have served since independence.

- James Gichuru - 1963 to 1969
- Mwai Kibaki - 1969 to 1982
- Arthur Magugu - 1982 to 1986
- George Saitoti - 1986 to 1992
- Musalia Mudavadi - 1993 to 1997
- Simeon Nyachae - 1998 to 1999
- Francis Masakhalia - 1999 (February) to 1999 (August)
- Chris Okemo - 1999 to 2001
- Chris Obure - 2001 to 2002
- David Mwiraria - 2003 to 2006
- Amos Kimunya - 2006 to 2008
- John Michuki - 2008 to 2009
- Uhuru Kenyatta - 2009 to 2011
- Robinson Githae - 2011 to 2013
- Henry Rotich - 2013 to 2019
- Ukur Yatani - 2020 to 2022
- Njuguna Ndung'u 2022 to 2024
- John Mbadi - incumbent

The Fourth MTP (2023-2027) is themed “**Bottom-Up Economic Transformation Agenda for Inclusive Growth**” and builds on the achievements and lessons from the previous MTPs, prioritizing inclusive economic growth under the **Bottom-Up Economic Transformation Agenda (BETA)**.

BETA, the Government’s economic transformation agenda, focuses on driving economic recovery and inclusive growth through a value chain approach targeting five key sectors.

Its main goals are to lower the cost of living, eliminate hunger, create jobs, expand the tax base, improve foreign exchange balances, and promote inclusive growth.

These objectives will be achieved by focusing on five sectors identified in MTP IV: Finance and Production, Infrastructure, Social sectors, Environment and Natural Resources, and Governance and Public Administration.

The State Department for Economic Planning has prioritised key areas to support BETA, including macroeconomic research, forecasting, monitoring economic trends, developing Medium Term and Sector Plans, enhancing the

electronic Monitoring and Evaluation Systems (e-NIMES and e-CIMES), and advancing the government’s legislative agenda through policy and legal reforms.

State Department for Economic Planning: Mandate and Functions

The State Department for Economic Planning (SDEP) operates under the National Treasury and Economic Planning.

Its core responsibility is national and sectoral development planning, overseeing the formulation, implementation, tracking, and review of policies and strategies.

It also manages long-term and medium-term development plans, monitors policy implementation, and handles international obligations, including the Sustainable Development Goals (SDGs).

Functions

- National and sectoral development planning
- National statistics management
- Census and housing surveys
- Population policy management
- Liaison with the Economic Commission for Africa

- Economic trend monitoring and evaluation
- Coordination and monitoring of SDG implementation

Strategic Goals

The department’s objectives focus on:

1. Strengthening national and county-level planning and policy coordination
2. Enhancing the integration of planning, policy formulation, and budgeting
3. Providing reliable statistics for effective planning
4. Mainstreaming population and development issues across sectors
5. Promoting national competitiveness through economic partnerships
6. Conducting macroeconomic forecasting and policy analysis
7. Monitoring and reporting on SDG implementation
8. Improving service delivery efficiency and effectiveness

Organisational Structure

SDEP executes its mandate through five directorates and six Semi-Autonomous Government Agencies (SAGAs):

1. Directorates:

- **Macroeconomic Policy & Development Planning**
 - Macroeconomic Policy
 - National Development Planning
- **Sectoral & Intergovernmental Development Planning**
 - Central Planning
 - Sectoral Coordination
 - Intergovernmental Economic Planning
- **Monitoring, Evaluation, Learning & Public Investment Management**
 - Monitoring & Knowledge Management
 - Evaluation & Public Investment Management
- **International Economic Partnerships & Frameworks**
 - International Economic Cooperation
 - International Frameworks Coordination
- **Administration Services**
 - Human Resources, Finance, ICT, and Legal Services

2. Semi-Autonomous Government Agencies (SAGAs):

1. **Kenya National Bureau of Statistics (KNBS):** Collects, compiles, and disseminates national statistics.
2. **Kenya Institute for Public Policy Research and Analysis (KIPPR):** Provides public policy research and analysis to inform government decisions.
3. **National Government Constituencies Development Fund Board (NG-CDF):** Administers funds for constituency-level development to promote regional equity.
4. **National Council for Population Development (NCPD):** Coordinates population and development programs.
5. **Vision 2030 Delivery Secretariat (VDS):** Oversees the implementation of Kenya’s Vision 2030 goals.

6. **NEPAD/APRM Kenya Secretariat:** Coordinates regional development initiatives under NEPAD and the African Peer Review Mechanism.

Kenya Vision 2030 Delivery Board

Established in 2009, the board ensures that Vision 2030 and its Medium-Term Plans are implemented efficiently. It monitors flagship projects, coordinates between ministries and private sector stakeholders, and removes implementation bottlenecks.

National Government Constituencies Development Fund (NG-CDF) Board

The NG-CDF Board, established in 2015, ensures the timely disbursement and efficient management of funds for constituency-level development projects aimed at reducing poverty and promoting regional equity.

This streamlined structure ensures that Kenya’s development goals are met through strategic planning, coordination, and monitoring across all sectors.



The 10-year Development Cycle

The plan remains a landmark in Kenya's economic history because it laid a strong foundation for economic development.

Launched in the 1970s, Kenya's 10-Year Development Plan marked a key milestone in its economic journey. The plan aimed to spur industrial growth, enhance infrastructure, and improve living standards.

"One of our most notable successes was the significant growth in the industrial sector," said then Finance minister Mwai Kibaki. "The establishment of new industries, including cement production and food processing, diversified our economy and reduced our reliance on agriculture."

The industrial expansion was pivotal. The growth of the cement industry, in particular, enabled Kenya to meet its domestic construction needs and reduce imports. This self-sufficiency in cement production was a key indicator in indicating economic resilience.

Then Works minister James Gichuru said: "The expansion of our road network and the development of hydroelectric power stations were crucial in supporting economic activities. These projects facilitated trade and ensured we met the growing electricity demand."

Urbanisation was another big achievement. Cities like Nairobi and Mombasa expanded rapidly, spurred by the growth of commercial centres and financial institutions.

"The urban growth created numerous jobs and stimulated economic activity," said Charles Njonjo, then the Minister of Home Affairs. "This was a testament to the plan's impact on improving the quality of life for many Kenyans."

Then Education minister Robert Ouko said: "The plan led to the establishment of new schools and health facilities, contributing to higher literacy rates and better health outcomes. "Investments in education and health were fundamental to improving the overall well-being of our citizens".

The 10-Year Development Plan faced several challenges. "One of the main

issues was the overestimation of resources," explained then Finance minister Kibaki. "The initial budget of Ksh31 billion fell short of meeting all our ambitious targets, leading to delays and scaling back of some projects."

Implementation was hindered by bureaucratic inefficiencies, corruption, and lack of coordination among government agencies. "These challenges affected the effectiveness of the plan and highlighted the need for better governance and project management," Gichuru acknowledged then.

Economic imbalances also persisted. While the industrial sector saw rapid growth, agriculture continued to dominate the economy.

"The uneven progress in sectors highlighted the complexities of achieving comprehensive economic transformation," said Njonjo. "We learned the importance of providing balanced support to all sectors, including agriculture."

Political and social factors, including political instability and shifting government priorities, also hampered the plan's execution. "These external factors sometimes disrupted the implementation," added Ouko. "They served as a reminder of the need for continuity and focus in development strategies."

The Ten-Year Development Plan remains a landmark in Kenya's economic history. Its achievements in industrial growth and infrastructure development have laid a strong foundation for future economic policies.

"The plan's legacy continues to influence our approach to development," explained current President William Ruto. "It reminds us of the importance of strategic planning and effective execution."

The lessons from the 10-Year Development Plan are crucial. The experiences underscore the need for realistic resource allocation, effective

implementation, and a balanced approach to economic diversification. "Understanding the successes and shortcomings of past initiatives help us refine our strategies for achieving long-term sustainable development," President Ruto added.

The Ten-Year Development Plan's impact is evident in economic growth and infrastructure improvement. Its legacy serves as a beacon of progress and a valuable guide for shaping future development strategies.



The Nairobi Express Way



Strategy for Economic Recovery

Prudent public expenditure and revenue mobilisation strategies by the Kibaki administration ushered in a period of economic growth which saw GDP surge to 7 per cent.



Towards food security: Mechanisation has greatly boosted rice harvesting in Kirinyaga County.

In 2002, Kenya witnessed a significant political transition with the election of President Mwai Kibaki as the country's third president. One of the cornerstone policies introduced by President Kibaki was the Economic Recovery Strategy for Wealth and Employment Creation (ERS). This policy aimed to rejuvenate the economy, create jobs, and reduce poverty.

The ERS was pivotal in revitalising Kenya's economy. Before 2002, Kenya's economic growth had been sluggish, with GDP growth rates averaging around 1.8

per cent per year. The ERS targeted key sectors, including agriculture, tourism, and manufacturing to stimulate growth.

By focusing on improving infrastructure, enhancing agricultural productivity, and promoting private-sector investment, the ERS managed to boost economic growth significantly. By 2007, Kenya's GDP growth rate had surged to approximately 7 per cent.

Under the ERS, Kenya implemented critical fiscal and monetary reforms. The government prioritised reducing the

fiscal deficit and controlling inflation. This was achieved through prudent public expenditure management and revenue mobilisation strategies.

The Central Bank of Kenya also played a crucial role in stabilising the financial sector, which attracted foreign investment and restored investor confidence.

A significant portion of the ERS was dedicated to infrastructure development. Investments in road networks, energy, and telecommunications were accelerated. Projects such as the

expansion of the Thika Superhighway and improvements in rural electrification were pivotal in enhancing economic activities and connectivity within the country.

The implementation of the ERS coincided with President Kibaki's commitment to democratic governance and accountability. The policy was part of a broader agenda to strengthen institutions and promote good governance.

The Kibaki administration worked on decentralising power, enhancing the capacity of local governments, and promoting transparency in public service delivery. This shift towards more democratic governance helped in creating an environment conducive to economic reforms and development.

The Kibaki administration established the Kenya Anti-Corruption Commission (KACC) to tackle the rampant corruption that had plagued the country for decades.

Although the fight against corruption faced numerous challenges, the establishment of KACC was a significant step towards improving governance and accountability.

The primary social objective of the ERS was to reduce poverty and create employment opportunities. The strategy aimed at uplifting the living standards of Kenyans through targeted social programmes, improving access to education and healthcare, and promoting small and medium enterprises (SMEs). The poverty rate, which stood at around 56 per cent in 2002, declined to about 46 per cent by 2007, reflecting the positive impact of the ERS.

Education and Health Sector Reforms

Under the ERS, the government implemented free primary education, which saw a dramatic increase in school enrolment rates. This policy not only improved literacy levels, but also contributed to long-term economic benefits by building a more educated workforce.



Textiles: Rivatex in Eldoret was revamped.

In the health sector, the ERS facilitated investments in public health infrastructure, expanded access to essential health services, and improved maternal and child health outcomes.

The inclusive nature of the ERS helped foster social cohesion and national unity. By addressing regional disparities and promoting equitable development, the policy contributed to a sense of shared prosperity and national identity. This was particularly important in a country marked by ethnic diversity and historical inequalities.

Inefficiencies, inadequate capacity at local government levels, and instances of misallocation of resources hindered the full realisation of the policy's objectives. Additionally, while significant progress was made in reducing poverty, the gains were not uniformly distributed, and some regions lagged behind.

The ERS laid the foundation for subsequent economic policies and reforms. It demonstrated the importance of sound economic management, good

governance, and inclusive development. The policy's successes in economic growth, infrastructure development, and social reforms have had lasting positive effects on Kenya's development trajectory.

The ERS also highlighted the need for continuous efforts in addressing corruption, improving public sector efficiency, and ensuring equitable development.

Its legacy serves as a reminder of the critical role of political will and governance in achieving sustainable economic and social progress.

The 2002 Economic Recovery Strategy for Wealth and Employment Creation played a pivotal role in revitalising Kenya's economy, promoting democratic governance, and improving social welfare.

While it faced challenges and criticisms, its overall impact was positive, and it laid the groundwork for continued economic growth and development.



Reform of the Financial Sector

In line with global standards for greater financial stability, Kenya revised its capital requirements for banks.

The financial sector has seen significant reforms aimed at strengthening regulatory frameworks and institutions to enhance stability and boost investor confidence.

Landmark Achievements

1. One of the most significant achievements remains the overhaul of Kenya's financial regulatory frameworks. The government and regulatory bodies introduced a series of reforms designed to improve oversight and ensure stability of the financial system. The Financial Sector Regulatory Authority (FSRA) established in 2015, was tasked with consolidating and enhancing oversight across various financial institutions.

2. In line with global standards and the need for greater financial stability, Kenya revised its capital requirements for banks. The Banking (Amendment) Act 2015 required banks to increase their core capital from KSh1 billion (\$10 million) to KSh5 billion (\$50 million) by 2019. This was meant to strengthen the capital base of banks to enable them better withstand economic shocks.

3. Enacted in 2011, this was a landmark law for regulating payment systems. It provided a legal framework for the oversight of payment systems and supported the growth of electronic payments and mobile money services. This legislation helped to solidify Kenya's position as a leader in

mobile payments, notably through platforms such as M-Pesa.

Laws Enacted

1. **The Banking (Amendment) Act 2015:** This enhanced the regulatory framework for banks. It introduced stricter guidelines for capital adequacy, governance, and risk management, aligning the banking sector with international standards. The law also mandated more robust reporting requirements and improved the supervisory powers of the Central Bank of Kenya (CBK).

2. **The Central Bank of Kenya Act (Amendment) 2016:** This amendment empowered the

CBK to undertake more proactive measures to maintain financial stability. It included provisions for enhanced supervision of financial institutions and the ability to take corrective actions to curb regulatory breaches.

3. **The Sacco Societies Act 2013:** This was crucial for the regulation of Savings and Credit Cooperative Societies (Saccos). It aimed to strengthen the oversight of Saccos, ensuring better governance and financial stability within this important sector of the financial system.

KSh2.6 trillion (\$26 billion) in 2010 to KSh5 trillion (\$50 billion) by 2019. The expansion was driven by both increased deposits and the growth of credit facilities.

3. **Development of Financial Markets:** The reforms supported the development of financial markets, including the Nairobi Securities Exchange (NSE). The NSE introduced new financial instruments and improved market infrastructure, attracting local and international investors. Its market capitalisation grew from KSh2.4 trillion (\$24 billion) in 2010 to KSh3.2 trillion (\$32 billion) by 2019.

a crucial role in financial sector reforms. Banks and financial institutions invested heavily in technology and infrastructure to comply with new regulatory requirements and enhance their services. The growth of mobile money services, led by M-Pesa, was a notable example of private sector innovation contributing immensely to the financial sector's development.

3. The government allocated substantial resources to support the implementation of financial sector reforms. It funded the establishment of regulatory bodies, the development of legal frameworks, and capacity-building initiatives for financial institutions.



Central Bank of Kenya: Regulator of the financial system.



Nairobi Securities Exchange: Barometer of the economy.

Economic Changes and Investment

1. **Increased Foreign Direct Investment (FDI):** The reforms contributed to the creation of a more stable and predictable financial environment, which boosted foreign direct investment. FDI inflows, increasing from KSh68 billion (\$680 million) in 2010 to KSh126 billion (\$1.26 billion) in 2019. This growth reflected increased investor confidence in Kenya's financial and economic stability.
2. **Growth in Financial Sector Assets:** The total assets of Kenya's banking sector grew from

Sources of Investment and Support

1. **International Financial Institutions:** Kenya received significant support from international financial institutions such as the World Bank and the International Monetary Fund (IMF) for its financial sector reforms. The World Bank provided technical assistance and funding for regulatory improvements and institutional capacity building. The IMF gave policy advice and financial assistance, stabilizing and strengthening the financial system.
2. **Private sector investments** played

The transformative decade for the financial sector saw significant reforms, enhancing financial stability and investor confidence. The introduction of new laws, substantial investments, and support from international and private sector sources enabled a more dynamic financial system.

These reforms laid a strong foundation for sustainable economic growth and positioned Kenya as the leading financial hub in the region. These achievements and the lessons learnt will be crucial in shaping the future of the financial sector.



Cooperatives Power Economic Growth

The cooperative movement remains a key component in the strategy for rural development and agricultural transformation. Cooperatives are a powerful tool for improving livelihoods.



56 years of solid growth: The Kenya Cooperative Creameries is a cog in the wheel of the cooperative movement.

Kenya embarked on a journey to bolster its agricultural sector and support the livelihoods of farmers through the establishment of a cooperative movement in 1966.

The Cooperative Societies Act formalised cooperatives as a strategic tool to enhance agricultural productivity and rural development. This legislation set the stage for the cooperative movement to become a cornerstone of the economic and social landscape.

After gaining independence in 1963, the country faced the challenge of revitalising agriculture to revamp the economy and boost food security. President Jomo Kenyatta's administration recognised that cooperative societies could play a vital role in this effort.

They offered a model for collective action and resource pooling, enabling farmers to

access inputs, credit, and markets more effectively.

The Cooperative Societies Act of 1966 was designed to formalise and regulate the societies, providing a legal framework to support their growth and sustainability.

The aim was to empower farmers by organising them into cooperatives, enhancing their bargaining power and improving their access to resources and markets.

The Minister for Agriculture, Dr Julius Gikonyo Kiano, played a crucial role in supporting the cooperative movement. He was instrumental in shaping policies that would benefit farmers.

The minister said: "The cooperative movement is not just a mechanism for economic advancement; it is a vehicle for social transformation. Through

cooperation, our farmers can realise a better future free from the exploitation of middlemen and foreign monopolies."

The Agriculture ministry received a substantial portion of the national development budget to ensure the success of this initiative. About 20 per cent of the development funds were allocated to the ministry, indicating the government's commitment to strengthening the agricultural sector through cooperative development.

The government undertook significant efforts to promote and implement the cooperative model. The formation of several key organisations marked the early successes of this initiative as follows:

Kenya Cooperative Creameries (KCC)

Established in 1968, KCC was one of the

first major initiatives under the cooperative framework. Tasked with processing and marketing dairy products, it provided farmers with a reliable market and fair prices for their milk;

Kenya Farmers Association (KFA)

Founded in 1964, just before the Cooperative Societies Act, KFA was a precursor to the cooperative movement's formalisation. It played a crucial role in advocating farmers' interests and supporting the development of agricultural cooperatives; and,

Kenya Agricultural Research Institute (KARI)

Established in 1979, KARI supported agricultural cooperatives by providing research and innovation to improve crop yields and farming practices. Agricultural cooperatives set up that focused on crop production and marketing helped farmers to pool resources for purchasing seeds, fertilisers, and equipment, and marketing their produce. This collective approach improved productivity and enhanced farmers' incomes.

The cooperative movement has faced several challenges over the years. Mismanagement, lack of transparency, and political interference occasionally hampered the effectiveness of some cooperatives. The growth of the cooperative sector often outpaced the development of regulatory and support mechanisms, leading to inconsistencies in implementation.

The government introduced reforms to strengthen the cooperative movement. The Cooperative Societies (Amendment) Act of 1997 sought to address issues related to governance and management by introducing stricter regulations and oversight mechanisms. It was meant to improve the efficiency and accountability of cooperatives.

Cooperatives have empowered farmers by providing access to credit, inputs, and markets, enhancing agricultural productivity. It also facilitated the development of infrastructure, such as irrigation systems and storage facilities to modernise agriculture. By pooling resources, cooperatives enabled smallholder farmers to achieve economies



Cooperative House: The Co-operative Bank is a key player in Kenya's co-operative movement.

of scale, improve their bargaining power, and secure better prices for their produce. This boosted farmers' incomes, promoting rural development.

The cooperative model has also fostered a sense of community and solidarity among farmers, promoting social cohesion and collective actions. This communal approach has been instrumental in addressing challenges such as food security and poverty.

The advent of the cooperative movement was a milestone in economic development and agricultural advancement. Cooperative societies continue to support farmers and promote sustainable agricultural practices.

As a part of Vision 2030, the cooperative movement remains a key component in the strategy for rural development and agricultural transformation. The government supports cooperatives through various initiatives, including the development of digital platforms and innovative financial solutions. The Cooperative Societies Act of 1966 laid the foundation for a robust cooperative movement, transforming the agricultural sector to improve the livelihoods of farmers.

It is a powerful tool for economic development to shape agricultural landscape. The cooperative model remains crucial in achieving sustainable growth and prosperity.



Investing in County Industrial Parks



Rubber meets road: Progressive policy change is set to spur growth of the automotive sector.

In an ambitious stride toward transforming Kenya's industrial landscape, the County Aggregated Industrial Parks (CAIPs) initiative represents a significant opportunity for investors seeking to tap into the growing manufacturing sector.

As part of a broader strategy to enhance economic development and export-led growth, CAIPs aim to foster industrialization at the county level, creating a sustainable environment for local and foreign investors.

Vision for Industrial Growth

The CAIPs initiative is backed by a robust allocation of KSh4.7 billion from the National Treasury for the 2023/24 financial year, aimed at establishing industrial parks in 18 counties. Although the budget was slightly reduced to KSh 4.41 billion during a supplementary budget in November 2023, the commitment from 40 counties to set aside KSh 250 million each for the initiative underscores the local

governments' determination to propel industrialization.

This initiative is not just about constructing buildings; it's a comprehensive approach to creating ecosystems that nurture manufacturing, innovation, and job creation. By facilitating industrial aggregation, CAIPs will enable small and medium-sized enterprises (SMEs) to thrive by providing shared resources, infrastructure, and access to markets.

Strategic Development and Implementation

As of December 2023, significant progress has been made in the implementation of CAIPs. The Ministry of Investments, Trade and Industry, in collaboration with the Council of Governors, has developed standard designs, bills of quantities, and tendering documents.

This groundwork is crucial for ensuring that the parks are built to specifications

that meet international standards, thereby attracting high-quality investment. Ground-breaking ceremonies have already taken place in 17 counties, including Bungoma, Mombasa, and Kisii, marking the beginning of a transformative journey toward industrialization.

The establishment of the National Steering Committee and the National Technical Implementation Committee ensures that there is a structured approach to governance and oversight of the project.

Why invest in CAIPs

Investors looking for lucrative opportunities will find CAIPs particularly attractive for several reasons:

1. Government Support: The initiative is a government-backed project, which provides a level of security and assurance for investors. The Kenyan government's commitment to enhancing manufacturing capacity



Inaugurated: Bidco Industrial Park in Ruiru.

creates a favorable regulatory environment.

2. Infrastructure Development: CAIPs will provide essential infrastructure, including roads, utilities, and communication networks. This not only reduces the initial investment burden for businesses but also enhances operational efficiency.

3. Access to Local Markets: With the majority of the population engaged in agriculture, CAIPs will facilitate the processing of raw materials locally. This means that investors can capitalize on the vast agricultural resources in the region while contributing to value addition, which is crucial for economic development.

4. Job Creation: By investing in CAIPs, businesses will contribute to job creation and skill development within the local communities. This not

only improves the livelihoods of residents but also fosters a consumer base for the goods produced.

5. Strategic Location: The selected counties for the CAIPs are strategically located to maximize access to both local and international markets. This positioning is ideal for export-oriented businesses looking to penetrate regional and global markets.

The success of CAIPs will depend on the collaborative efforts between the government, local authorities, and the private sector. The Ministry plans to engage key stakeholders in feasibility studies and regional economic blocks to develop viable business plans tailored to each county's unique resources and strengths. This inclusive approach ensures that the parks meet the specific needs of businesses while also aligning with national economic goals.

Overcoming Challenges

While the initiative holds great promise, it also faces challenges, including financial constraints and delays in fund disbursement. However, the ongoing commitment from the National Treasury and local governments to prioritize CAIPs in future budgets highlights a collective resolve to overcome these hurdles.

The County Aggregated Industrial Parks initiative is a game-changer for Kenya's industrial sector, poised to transform the economic landscape through enhanced manufacturing capabilities and sustainable growth.

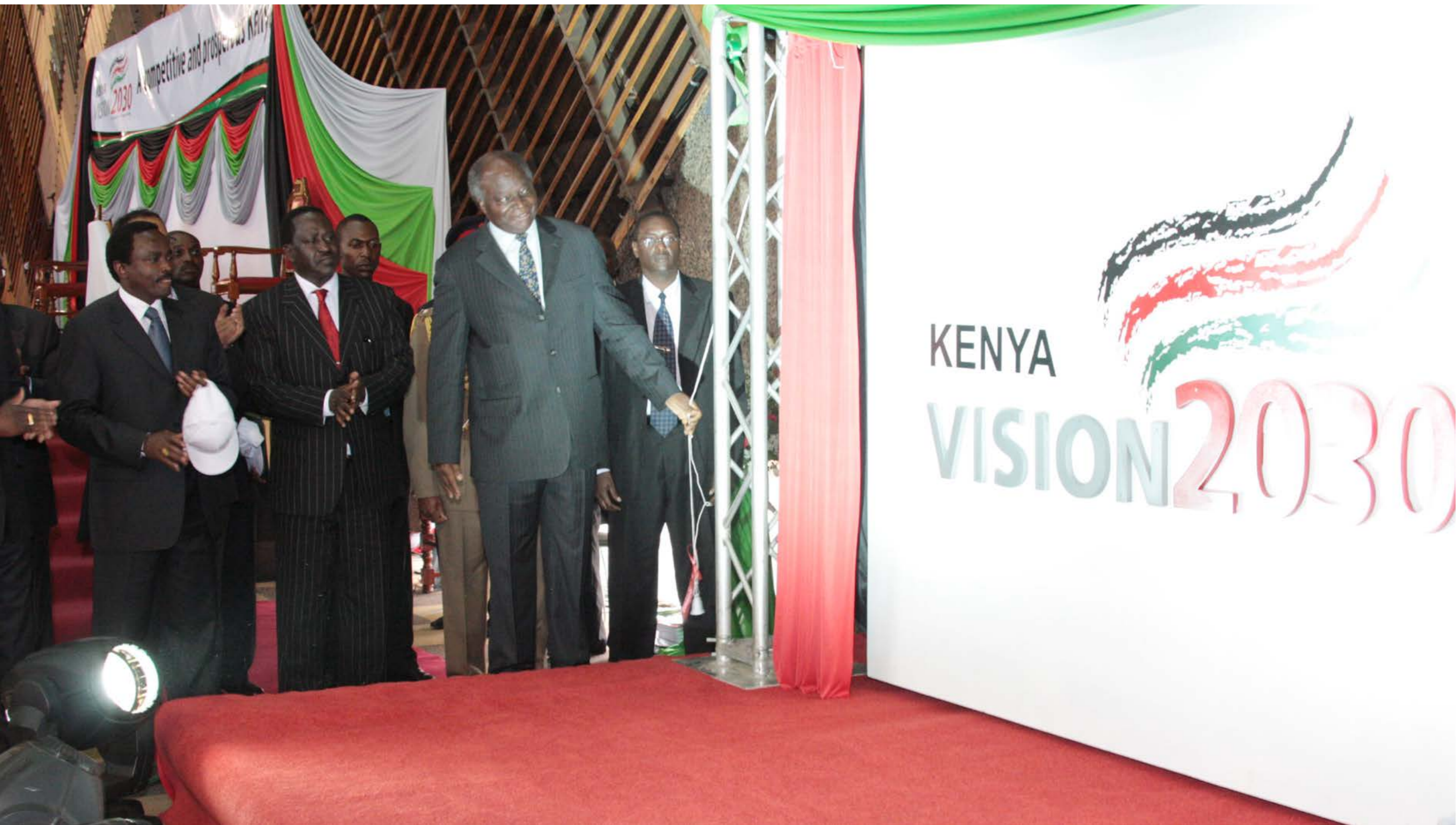
For investors, CAIPs offer a unique opportunity to be part of a movement that is not only focused on profit but also on fostering community development and economic resilience.

As the country embraces this new industrial era, the prospects for success are bright, making now the perfect time to invest in Kenya's future.



CHAPTER 3

Vision 2030





2030 Vision for Kenya

The blueprint was designed to build on the achievements of the Economic Recovery Strategy for Wealth and Employment Creation.

In 2008, Kenya embarked on an ambitious journey with the launch of Vision 2030, a national long-term development blueprint aimed at transforming the country into a newly industrialising, middle-income nation by 2030.

The genesis of this vision was rooted in the need to address long standing economic challenges and to position Kenya as a competitive player in the global economy.

Vision 2030 was born out of the realisation that Kenya needed a comprehensive and strategic plan to overcome poverty, inequality, and underdevelopment.

The country's economy, heavily reliant on agriculture, faced numerous challenges, including low productivity, poor infrastructure, and limited industrial

growth. There was a clear need to diversify the economy and enhance the quality of life for all Kenyans.

The driving force behind Vision 2030 is a collective effort by various stakeholders, including the government, private sector, and civil society. The blueprint was designed to build on the achievements of the Economic Recovery Strategy for Wealth and Employment Creation (ERS) introduced in 2002.

The key law underpinning the initiative is the Vision 2030 Act, which provided the legal basis for the creation of the Vision 2030 Delivery Secretariat responsible for coordinating and monitoring the implementation of projects and programmes outlined in the blueprint.

The estimated cost of implementing Vision 2030 projects was initially put at over KSh1.5 trillion (approximately \$15

billion) during its first phase. Funding came from both domestic sources and international partners, including the World Bank, the African Development Bank, and bilateral donors.

Vision 2030 is structured around three main pillars, namely economic, social, and political.

- 1. Economic Pillar:** This pillar aims to achieve an average economic growth rate of 10 per cent per annum and to sustain it throughout the plan period. Key sectors targeted include tourism, agriculture, manufacturing, wholesale and retail trade, business process outsourcing (BPO), and financial services.
- 2. Social Pillar:** The social pillar focuses on investing in the people of Kenya to improve the quality



Global agenda: From right President Mwai Kibaki, National Planning Minister Wycliffe Oparanya and Prime Minister Raila Odinga at the launch of Vision 2030 in 2008.



Mine it: National Data Centre at Konza Technopolis.

of life for all citizens. Key areas include education, health, water and sanitation, the environment, housing, and urbanisation.

- 3. Political Pillar:** The political pillar aims to build a democratic political system that is issue-based, people-centred, result-oriented, and accountable. It emphasises the need for good governance, rule of law, and public participation.

Vision 2030 drew inspiration from similar long-term development plans in countries such as Malaysia and South Korea. These countries successfully transitioned from low-income to high-income economies through strategic planning, industrialisation, and investment in human capital.

The Kenyan blueprint adapted these principles to fit the local context, focusing on sectors with the greatest potential for growth and development.

The key achievements of Vision 2030 include:

- 1. Infrastructure Development:** Major infrastructure projects such as the Standard Gauge Railway (SGR), expansion of road networks, and development of ports and airports have improved connectivity and boosted economic activities.
- 2. Energy Sector:** The energy sector has seen significant investments in geothermal, wind, and solar power projects, enhancing energy security and promoting sustainable development.

- 3. Education and Health:** Expansion of educational facilities and improvement in healthcare services have contributed to better social outcomes.

- 4. Financial Services:** Kenya has become a global leader in mobile banking and financial inclusion, with innovations such as M-Pesa transforming the financial landscape.

The emphasis on infrastructure and energy has laid a strong foundation for sustained economic growth.

Vision 2030 set Kenya on a trajectory towards transformation and creation of a diversified and resilient economy.



Big Four Setting the Pace

The four pillars were selected to address some of the most pressing challenges facing Kenya and drive sustainable growth.

President Uhuru Kenyatta launched the Big Four Agenda in 2017, a bold initiative aimed at transforming the nation's economic landscape and improving the citizens' lives. The agenda focuses on four critical pillars: manufacturing, affordable housing, universal healthcare, and food security.

These pillars were selected to address some of the most pressing challenges facing the nation and drive sustainable economic growth.

Manufacturing

Manufacturing is a key driver of economic growth and job creation. Under Kenya's Big Four Agenda, the government has set an ambitious target to increase the sector's contribution to the gross domestic Product (GDP) from 9.2 per cent in 2016 to 15 per cent by 2022. This was expected to create over 800,000 jobs, contributing significantly to economic transformation.

To achieve these goals, several initiatives were rolled out. They included the establishment of special economic zones (SEZs) and industrial parks. The Naivasha SEZ, covering over 1,000 acres, was developed to attract both domestic and foreign investment, particularly in agro-processing, textiles, and pharmaceuticals.

These were chosen for their high potential to boost local production, reduce imports, and create jobs. The manufacturing sector faces significant challenges. Inadequate road and rail networks, and high energy costs have hampered the competitiveness of local manufacturers.

Access to affordable financing remains a major constraint, especially for small and medium-sized enterprises (SMEs). By 2022, the sector's contribution to the GDP had only reached 11 per cent, falling short of the target.

Affordable Housing

Rapid urbanisation has led to a significant housing deficit, estimated at over 2

million units in 2017. The Big Four Agenda sought to address this gap by constructing 500,000 affordable housing units by 2022. This initiative was billed to spur economic growth through construction.

Several public-private partnerships were established to drive the initiative. The government introduced tax incentives and policy reforms to attract private developers.

Notable progress was made, with projects such as the Park Road Housing Development in Nairobi delivering over 1,300 units by 2020. The Nairobi Metropolitan Services launched various housing projects for middle and low-income earners.

However, the affordable housing agenda faced numerous challenges. The high cost of land, bureaucratic hurdles in land acquisition, and inadequate infrastructure in urban areas slowed down the pace of housing delivery.

By 2022, only about 40,000 units had been completed, highlighting the need for more effort and investment.

Universal Healthcare

Healthcare is a fundamental human right. The Big Four Agenda placed universal healthcare at the forefront of national development priorities. The Universal Health Coverage (UHC) aimed to boost access to quality and affordable healthcare for all Kenyans by 2022.

The pilot phase was launched in four counties—Kisumu, Nyeri, Machakos, and Isiolo in 2018, targeting a combined population of 3.2 million. Key achievements included the recruitment of over 8,000 healthcare workers and upgrading of 120 health facilities.

The government also waived user fees for essential health services in public hospitals, significantly increasing healthcare access for low-income households. The rollout of UHC faced several challenges. Inadequate funding

and resources, and uneven distribution of healthcare facilities, limited the programmes reach and effectiveness.

By 2022, only about 20 million Kenyans had been enrolled in the National Health Insurance Fund (NHIF), in a population of over 50 million.

Food security

Agriculture is the backbone of the economy, employing about 40 per cent of the total population and contributing 26 per cent to the GDP.

The food security pillar of the Big Four Agenda sought to increase agricultural productivity and ensure that all Kenyans have sufficient, safe, and nutritious food. The government targeted a 34 per cent reduction in the cost of food by 2022.

The government invested heavily in irrigation infrastructure, particularly in arid and semi-arid regions. The Galana-Kulalu irrigation project, covering over 1.75 million acres, was one of the flagship initiatives. Fertiliser and seed subsidies were provided to farmers and extension services were enhanced.

However, there were significant challenges, including climate change, which has led to erratic weather and frequent droughts.

In 2020, Kenya experienced one of its worst locust invasions in decades, devastating crops and threatening food security. As a result, the food import bill remained high, and the target of reducing the cost of food was not achieved.

The Big Four Agenda is a significant milestone in sustainable growth for the well-being of citizens. It has faced numerous challenges, ranging from financial constraints to infrastructural deficits and bureaucratic bottlenecks.

There is a need for continued investment, innovation, and stronger partnerships between the government, private sector, and civil society to pave the way to a more prosperous and future.



The Uhuru quartet: The development of industry, agriculture, housing and health were identified as President Uhuru Kenyatta's legacy projects.



Plans set Stage for Vision 2030

Every five years a carefully crafted scheme is set in motion to define and guide the path of development for Kenya.



Road to knowledge: The Kenya National Library Services headquarters in Nairobi.

The Ministry of Planning drives Kenya's development agenda through five-year development plans which are meticulously crafted to address the country's most pressing needs, focusing on sectors such as agriculture, education, infrastructure, and healthcare.

They lay the groundwork for the modernization of Kenya's economy and society, helping to steer the nation towards sustainable growth and development.

The First National Development Plan (1966-1970) introduced by the Minister of Planning and Economic Development, Tom Mboya, was the foundation of Kenya's post-independence economic strategy.

It emphasised the importance of self-sufficiency in food production, expansion of educational opportunities, and the improvement of healthcare services.

The plan laid the initial framework for Kenya's long-term economic growth, with a strong focus on reducing dependency

on foreign aid and developing local industries.

Following Mboya, the Second National Development Plan (1970-1974) under Minister Gikonyo Kiano sought to expand industrial capacity, promoting export-oriented agriculture, and improving infrastructure, including roads, water, and energy projects.

This period saw significant investments in manufacturing, particularly in agro-processing industries, which helped to create jobs and increase value addition in the agricultural sector.

During the Third National Development Plan (1974-1978), under of Minister Paul Ngei, the focus shifted to tackling regional disparities and promoting equitable development across all parts of Kenya. Ngei's plan included the introduction of rural development programmes aimed at improving living standards in under-served regions.

The plan called for improvement of access to education and healthcare,

recognising the importance of human capital development in achieving long-term economic growth.

The Fourth National Development Plan (1979-1983), launched under the stewardship of Robert Ouko, aimed at diversifying the economy by promoting industrialization and enhancing agricultural productivity.

"Our goal is to transform Kenya into a middle-income country by building a robust industrial base while ensuring that our agricultural sector remains strong and competitive," said Ouko.

This plan introduced measures to modernize agriculture through mechanization and the use of high-yield crop varieties, which played a significant role in boosting food security and export earnings.

Under the Fifth National Development Plan (1984-1988), led by Prof George Saitoti, Kenya intensified efforts to address the challenges posed by drought and economic downturns.

The plan called for resilience in the face of adversity, advocated diversification of agricultural products, expansion of irrigation schemes, and establishment of food reserves.

This period also saw the introduction of Structural Adjustment Programmes (SAPs), which, although controversial, aimed at restoring macroeconomic stability by reducing government expenditure and promoting private sector participation in the economy.

The Sixth National Development Plan (1989-1993), again under Prof Saitoti, focused on economic recovery and growth following the severe drought of the mid-1980s.

Saitoti's plan laid the groundwork for the liberalization of Kenya's economy, paving the way for increased foreign investment, and expansion of the private sector.

The plan also prioritized infrastructure development, particularly in telecommunications and transport, to support economic growth and regional integration. Each of these plans is a stepping stone in Kenya's journey

towards economic self-reliance and modernization.

Vision 2030 Roadmap to Prosperity

In 2008, the Ministry of Planning, led by Wycliffe Oparanya, unveiled the Kenya Vision 2030, the long-term development blueprint aimed at transforming Kenya into a newly industrializing, middle-income country by 2030. Vision 2030 is built on three pillars: economic, social, and political.

The economic pillar focuses on achieving a sustained average economic growth rate of 10% per annum, the social pillar seeks to create a just and cohesive society, and the political pillar aims to build a democratic system that is issue-based, people-centred, and results-oriented.

Oparanya highlighted the significance of this initiative thus:

"Vision 2030 is our roadmap to prosperity. It represents our collective aspiration to build a globally competitive and prosperous nation. Through this vision, we aim to eradicate

poverty, create jobs, and improve the quality of life for all Kenyans."

Under Vision 2030, the Ministry of Planning has spearheaded numerous projects and reforms, including the development of infrastructure mega-projects such as the Standard Gauge Railway (SGR), expansion of port facilities, and the modernization of road networks. These initiatives have not only enhanced Kenya's position as a regional trade hub but have also significantly contributed to economic growth and job creation.

Furthermore, the ministry has played a crucial role in promoting human capital development through investments in education, healthcare, and social protection programmes.

The introduction of the Universal Health Coverage (UHC) pilot programme and the expansion of free primary and secondary education are key milestones that have improved the quality of life for millions of Kenyans.

National development plans set the stage for the ambitious goals outlined in Vision 2030.



This is how we do it: Interlocking blocks produced by NYS at the Athi River field station.



Affordable Housing Programme

The programme focusses on building cost-effective houses as a means of addressing the housing deficit and enhancing the quality of life of Kenyans.

Started in 2017, the Affordable Housing Programme aims to provide millions of Kenyans with access to decent and affordable housing while simultaneously stimulating growth in the construction sector and contributing to the broader goals of Vision 2030.

The Affordable Housing Programme was conceived as a response to the critical need for affordable housing in Kenya's rapidly urbanizing population.

By focusing on creating cost-effective housing solutions, the programme seeks to address the housing deficit and enhance the quality of life for many Kenyans.

President Uhuru Kenyatta underscored the significance of the programme thus: "This initiative not only aims to give Kenyans access to quality homes, but also to drive economic growth by stimulating the construction sector and creating job opportunities. It's a major step towards achieving our Vision 2030 goals."

His Cabinet Secretary for Housing and Urban Development, James Macharia said the scheme was "more than just a housing project" because it was "a driver of economic development".

By investing in housing, he said, the government was also investing in its people and the economy. The programme is touted as a creator of jobs, stimulator of local industries, and significant contributor to the realisation of Vision 2030.

Impact on Vision 2030 and Economic Growth:

1. The Affordable Housing Programme has become a major catalyst for growth in the construction sector. By commissioning large-scale housing projects, the initiative has spurred activity in related industries, including manufacturing of building materials and real estate development. This economic

stimulation is vital for achieving Vision 2030's goal of fostering a robust and diversified economy.

2. The programme is generating significant employment opportunities across various sectors. From construction workers and architects to project managers and real estate professionals, the housing projects are creating thousands of jobs, contributing to reduced unemployment and improved livelihoods.

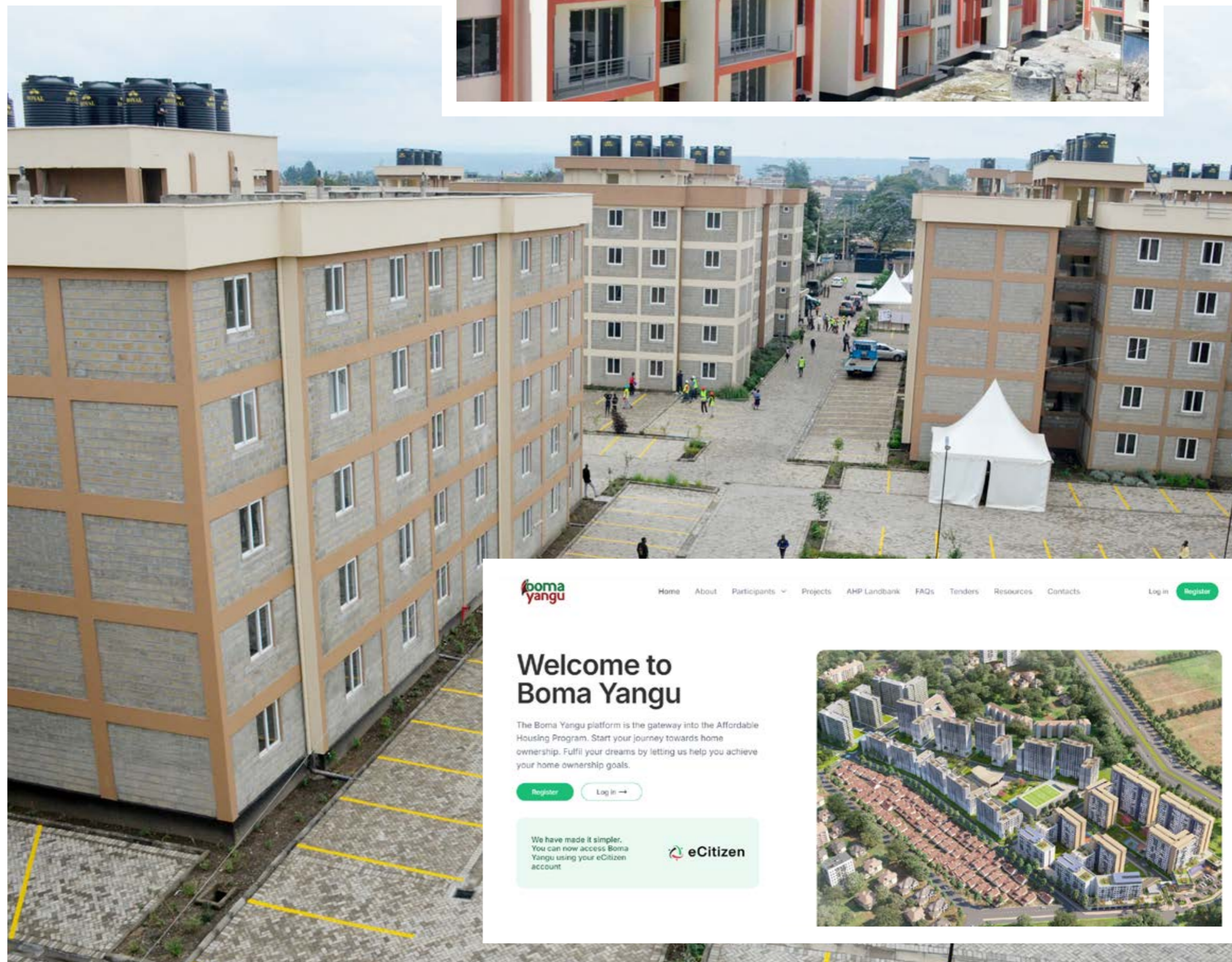
3. By addressing the housing deficit, the programme is contributing to better urban planning and development. Improved housing infrastructure enhances the quality of life, reduces overcrowding, and supports sustainable urban growth, aligning with Vision 2030's objectives of creating well-planned, modern cities.

4. Access to affordable, quality housing has a profound impact on communities. It provides stability and improves living conditions, contributing to better health, education, and overall well-being. This aligns with Vision 2030's goal of improving the quality of life for all Kenyans.

5. The programme has successfully engaged private sector players, encouraging investment and collaboration in the housing sector. This partnership is crucial for scaling up housing delivery and ensuring the long-term sustainability of the initiative.

The Affordable Housing Programme represents a significant leap towards realising Kenya's Vision 2030.

By addressing the critical need for affordable housing, stimulating economic activity, and improving quality of life, the scheme is set to make a lasting impact on the nation's development.



Shelter for all: The affordable housing scheme takes shape at Bondeni in Nakuru County.



Konza Technopolis: Africa's Silicon Savannah

The establishment of the Konza techno city marks a significant step towards positioning Kenya as a technology powerhouse on the continent.

As a key pillar of Kenya's Vision 2030, Konza Technopolis is designed to fast-track the country's economic growth, with a goal of contributing at least 2% to Kenya's GDP through strategic investments. This cutting-edge smart city is paving the way for technological innovation and economic development in Africa.

Our Vision

To become a leading global technopolis and innovation hub.

Our Mission

To develop a vibrant, sustainable smart city and innovation ecosystem that drives Kenya's knowledge economy.

Mandate

Konza Technopolis is tasked with establishing a globally competitive smart city, leveraging ICT to propel socio-economic progress.

Milestones

As a center of excellence in emerging technologies, Konza Technopolis is setting international standards in Smart City development:

- Nearly 98% of the critical infrastructure in Phase 1 is complete, covering 600 acres, and includes world-class facilities such as a Tier III Data Centre, a robust

utility network (fiber optic, clean water, power, waste management), road systems, public spaces, and safety centers.

- The first phase has attracted over 85% investor interest, both local and international, spanning diverse sectors like academia, technology, research, hospitality, and logistics.
- Konza is also collaborating with over 100 innovation hubs, fostering an ecosystem of technology-driven collaboration across Kenya.
- Over 3000 jobs created over time at konza technopolis and



Techno Hub: The nerve centre where the vision of a global and innovative city is shaped.



Sky's the limit: An artist's impression of the Konza National Data Centre.

an additional 100,000 youth empowered with skills for digitally enabled work.

Konza National Data Centre

The Konza National Data Center hosted at Konza Technopolis offers high end cloud services to private and government institutions.

The State-of-the-art Tier III Data Center was designed and implemented in compliance with international standards and best practices such as TIA 942:2017 Accreditation, LEED Gold (USGBC) and Uptime Institute Tier III Certified.

Digital Programmes

1. Konza Cloud

The Konza Cloud has been positioned as a digital transformation platform to offer innovative solution such as virtual servers, DR as a Service (DRaaS), Backup as a Service (BaaS), storage as a Service, Web Hosting, Email Hosting, ERP Hosting, Data Storage among others.

Konza Cloud is already delivering advanced technological solutions, helping innovators and businesses scale efficiently. It powers the Open University of Kenya, enabling affordable, high-quality virtual education, and supports the government's digital transformation by facilitating over 14,000 digitalized government services.

2. Jitume Digital enablement program

Konza's flagship initiative, the Jitume Programme, in partnership with the Ministry of ICT & Digital Economy, is empowering young Kenyans with the skills needed to tap into the digital economy. With the goal of reaching over 1 million youth, the program aims to position Kenya as a global talent hub, equipping students with in-demand digital skills and linking them to job opportunities.

Key pillars include:

- **Jitume Centers:** Hubs providing the infrastructure for digital learning and employment.
- **Jitume Skills:** Offering cutting-edge e-learning content to prepare youth for advanced digital roles.
- **Jitume Kazi:** Partnering with organizations to create local and international employment opportunities.

To date, nearly 100 Jitume Centers have been launched across all 47 counties in Kenya, providing thousands of digital devices and laying the groundwork for a digitally skilled workforce.

Strategic Plan (2021-2025)
Konza's 2021-2025 Strategic Plan focuses on several key areas to accelerate growth:

- **Business Development:** Operationalizing Special Economic

Zones (SEZs) and simplifying processes to attract investors through a one-stop-shop approach.

- **Smart City Services:** Delivering effective city services and technology-enabled infrastructure, enhancing Konza's standing as a smart city.
- **Knowledge Economy and Innovation:** Fostering a supportive environment for tech start-ups with acceleration programs and commercialization initiatives.
- **Infrastructure and Sustainability:** Completing Phase 1 development and expanding into Phase 2, with a focus on sustainable infrastructure and environmental stewardship.
- **Institutional Development:** Building capacity within the Authority to ensure efficiency, innovation, and long-term success.

Konza Technopolis is not just building a city—it is creating a dynamic, globally competitive ecosystem that drives Kenya's knowledge economy, catalyzes innovation, and sets a standard for sustainable urban development in Africa.

Through collaboration, technology, and strategic vision, Konza is shaping the future of Africa's digital transformation.

For further information, contact us on: invest@konza.go.ke



CHAPTER 4

World Beating Envoys





Etching Kenya on Hearts and Records

Right from independence, Kenya's athletes, especially the long-distance runners, have been the country's best-known ambassadors as a haven of world beaters.

Long before President William Ruto rung the New York Stock Exchange bell on December 17, 2022, a mercurial marathon runner from Keroka, Kisii, Margaret Okayo had done it twice - in 2001 and 2003. Or, think about it, only one Kenyan has ever been invited to the White House, the seat of government of the most powerful nation on earth, to have a morning jog with a sitting US President.

That is Cosmas Ndeti for you. The man from Machakos had racked up three straight Boston Marathon wins (1993, 1994 a 1995) and on each occasion was invited to the White House for a two-mile jog with President Bill Clinton. Such is the power of sport that has thrust Kenyan sports men and women on the global pedestal - making them de facto brand ambassadors of the 60-year-old Republic. Ringing the New York Stock Exchange bell to signal or close trading is such a big deal.

Writing in the New York Times, author Farrell Kramer observed that the "rhythmic strikes of the NYSE's brass podium bell have become synonymous with the real-time beat of capitalism, signaling the start and close of trading at the world's largest stock exchange.

"For viewers watching live on CNBC and other global TV networks, the famed bell ceremony offers a unique view of the individuals and organizations that drive our world forward."

In other words, that is the stratospheric realm the Kenyan athletes have been hoisted thanks to their sporting prowess. Martin Lel's and Okayo's victory in the 2003 New York Marathon saw the then mayor Michael Bloomberg hand the Kenyan stars the key to the Big Apple. The symbolic key is conferred on "the powerful, the famous and the heroic" according to the New York Times.

Kipchoge Keino: Foundation stone of Kenya's global brand

It all began in 1968 at the Mexico Olympics when the legendary athlete Kipchoge Keino ended the USA-New

Zealand hegemony in middle and long distance running.

Kip, as the 84-year-old athletics icon is fondly called, had watched as Kiprugut Chumo endured a bruising final in the 800m at the 1964 Tokyo Olympics to bring home Kenya's first ever Olympic medal - a sweet bronze.

Peter Snell of New Zealand, one of the dominant forces at the time together with American Jim Ryun, won gold while Bill Crothers of Canada carted away silver.

Then came the turning point in Mexico City when Kipkeino destroyed and supplanted United States' poster boy Jim Ryu in the 1,500m final to bring home gold.

Kip's enduring performance in defeating the American favourite and world record holder Jim Ryun by 20 meters remains the largest winning margin in the history of the 1,500m at the Olympics.

Kip also won silver in 5,000 behind Ben Jipcho, who hauled home the 5,000m gold. Naftali Temu won gold in 10,000m.

Amos Biwott struck gold in 3,000m steeplechase in what would set off Kenya's dominance in the water and barrier event until Moroccan Soufiane El Bakkali ended the Kenyan romance with the gold medal at the Olympics in Tokyo, Japan, in 2021.

Kenyan sports stars draw inspiration from Kip

It is not uncommon to hear Kenya sports men and women dropping the name of Kipkeino as their source of their inspiration. And why not?

Thanks to Kip's awe-inspiring achievements many Kenyans have launched themselves into global stardom - most, if not all, just by having heard or read something the man considered as the father of Kenyan athletics.

Kip's endurance at the Mexico Olympics donning the Kenya jersey to race in the

10,000m against the advice of doctors as he was suffering gallstones, exemplifies Kenyans' unbreakable spirit.

Predictably, Kip collapsed while he was leading the race with only three laps remaining. His never-say-die attitude to date, waters the indomitable spirit of Kenyan athletes.

No human is limited: Kenyans at centre of annual Marathon ritual across major cities

"You're running on guts. On fumes. Your muscles twitch. You throw up. You're delirious. But you keep running because there's no way out of this hell you're in because there's no way you're not crossing the finish line. It's a misery that non-runners don't understand."

- Martine Costello, journalist and content strategist

Year in year out the world is treated to the spectacle of human endeavour to conquer the self. And no better way than running the 42km Marathon race that the human endurance is tested.

Kenyan athletes have hogged the headlines in the elite races dubbed the World Marathon Majors. This is a series of the six largest and most renowned marathons in the world; Tokyo, Boston, London, Berlin, Chicago and New York, where the sponsors tout it as a "testament to health and the human spirit at their finest."

Kenyan athletes have dominated the series since its inception in 2006 with the men winning 13 out of 14 series titles while Kenyan women have won 9 out of 14 titles.

Eliud Kipchoge stands tall on the marathon course with his record-breaking performances year in year out having won 5 of the World Marathon Majors series titles and of course the jewel on the crown being the two Olympic Marathon titles won at the 2016 Rio and 2020 Tokyo Olympics.



Superstars (clockwise from top): Tegla Lorupe, Catherine Ndereba, Sammy Wanjiru, Robert Wangila, Priscah Jeptoo, Edna Kiplagat and Eliud Kipchoge.



World Marathon Majors Series Winners

SERIES	MEN	WOMEN
Series XIV: 2021/22	Eliud Kipchoge (KENYA)	Gotytom Gebreslase (ETHIOPIA)
Series XIII: 2019/21	Albert Korir (KENYA)	Peres Jepchirchir (KENYA) & Joyciline Jepkosgei (KENYA)
Series XII: 2018/19	Eliud Kipchoge (KENYA)	Brigid Kosgei (KENYA)
Series XI: 2017/18	Eliud Kipchoge (KENYA)	Mary Keitany (KENYA)
Series X: 2016/17	Eliud Kipchoge (KENYA)	Edna Kiplagat (KENYA)
Series IX: 2015/16	Eliud Kipchoge (KENYA)	Mary Keitany (KENYA)
Series VIII: 2013/14	Wilson Kipsang (KENYA)	Edna Kiplagat (KENYA)
Series VII: 2012/13	Tsegaye Kebede (ETHIOPIA)	Priscah Jeptoo (KENYA)
Series VI: 2011/12	Geoffrey Mutai (KENYA)	Mary Keitany (KENYA)
Series V: 2010/11	Emmanuel Mutai (KENYA)	Edna Kiplagat (KENYA)
Series IV: 2009/10	Sammy Wanjiru (KENYA)	Irina Mikitenko (GERMANY)
Series III: 2008/09	Sammy Wanjiru (KENYA)	Irina Mikitenko (GERMANY)
Series II: 2007/08	Martin Lel (KENYA)	Irina Mikitenko (GERMANY)
Series I: 2006/07	Robert K Cheruiyot (KENYA)	Gete Wami (ETHIOPIA)



Well done: President Moi shakes hands with Peter Rono as he welcomed home triumphant athletes.

Kelvin Kiptum's name lives on in world capitals

Today, Kenya is synonymous with Marathon thanks to the record-breaking feat of Kenyan runners. Only Ethiopian great Haile Gebrselassie has interrupted Kenya's record-breaking dominance when he lowered Paul Tergat's record in 2007 and a year later in Berlin.

Since then, it has become a Kenyan affair. Kelvin Kiptum may have departed but his soul and name and Kenya's brand still reverberates across the world since lowering Eliud Kipchoge's Marathon record to 2:00:35 in Chicago on October 23, 2023.


With that feat in Chicago, Kiptum became the first man to break 2:01:00 in a record-eligible marathon. It will take some jaw-dropping performance to erase Kiptum's memory.




Kelvin Kiptum. Courtesy - worldathletics.org

Marathon Record Breakers


Paul Tergat
2:04:55
Sep 28, 2003
Berlin Marathon (First world record ratified by World Athletics)




Kelvin Kiptum
2:00:35
Oct 8, 2023
Chicago Marathon (First man to break 2:01:00 in a record-eligible marathon)



Haile Gebrselassie
2:04:26 - Sep 30, 2007
Berlin Marathon
2:03:59 - Sep 28, 2008
Berlin Marathon




Eliud Kipchoge
2:01:39 - Sep 16, 2018
Berlin Marathon
2:01:09 - Sep 25, 2022
Berlin Marathon




Patrick Makau
2:03:38
Sep 25, 2011
Berlin Marathon



Dennis Kimetto
2:02:57
Sep 28, 2014
Berlin Marathon



Wilson Kipsang
2:03:23
Sep 29, 2013
Berlin Marathon





World Marathon Majors Series Winners



Keeping the faith: A multiple world record holder, Faith Kipyegon is the only three-time Olympic champion having bagged gold in Rio de Janeiro in 2016, Tokyo in 2020 and Paris in 2024.

Faith Kipyegon, the 1,500m Smiling Destroyer

Faith Chepngetich Kipyegon currently holds the world record in 1,500m and the mile. She became the first woman ever to win three Olympic gold medals in the 1,500m event - a feat that has cemented her status one of the best athletes.

The Smiling Destroyer first won the 1,500m gold at the 2016 Rio de Janeiro Olympics, then 2020 Tokyo Olympics and the 2024 Paris Olympics. She has won three World Championship gold medals in the event in 2017, 2022 and 2023 and the 5,000m gold at the 2023 World Athletics Championships.

She was named the World Athlete of the year 2023, following in the footsteps of David Rudisha (2010) and Eliud Kipchoge (2018, 2019).

World Athletes of the Year

- David Rudisha 2010
- Eliud Kipchoge 2018
- Eliud Kipchoge 2019
- Faith Kipyegon 2023

Tegla Loroupe and Catherine The Great as living examples of endurance

The amazing Tegla Loroupe may be retired but remains as globally acclaimed Peace Ambassador.

Loroupe was the first Kenyan woman to break a marathon world record, setting it at 2:20:47 in Rotterdam Marathon in April 19, 1998 before re-calibrating it to 2:20:43 on September 26, 1999 in Berlin.

Catherine "The Great" Ndereba took up the mantle on October 7, 2001 when she won the Chicago Marathon in a time of 2:18:47 prompting the UK Newspaper,

The Independent on Sunday to hail her performance as "a staggering feat of speed endurance, many would argue the greatest athletic performance of all time by a woman."

Both women now live dignified lives with their names mentioned in awe and have inspired many more women on the global stage.

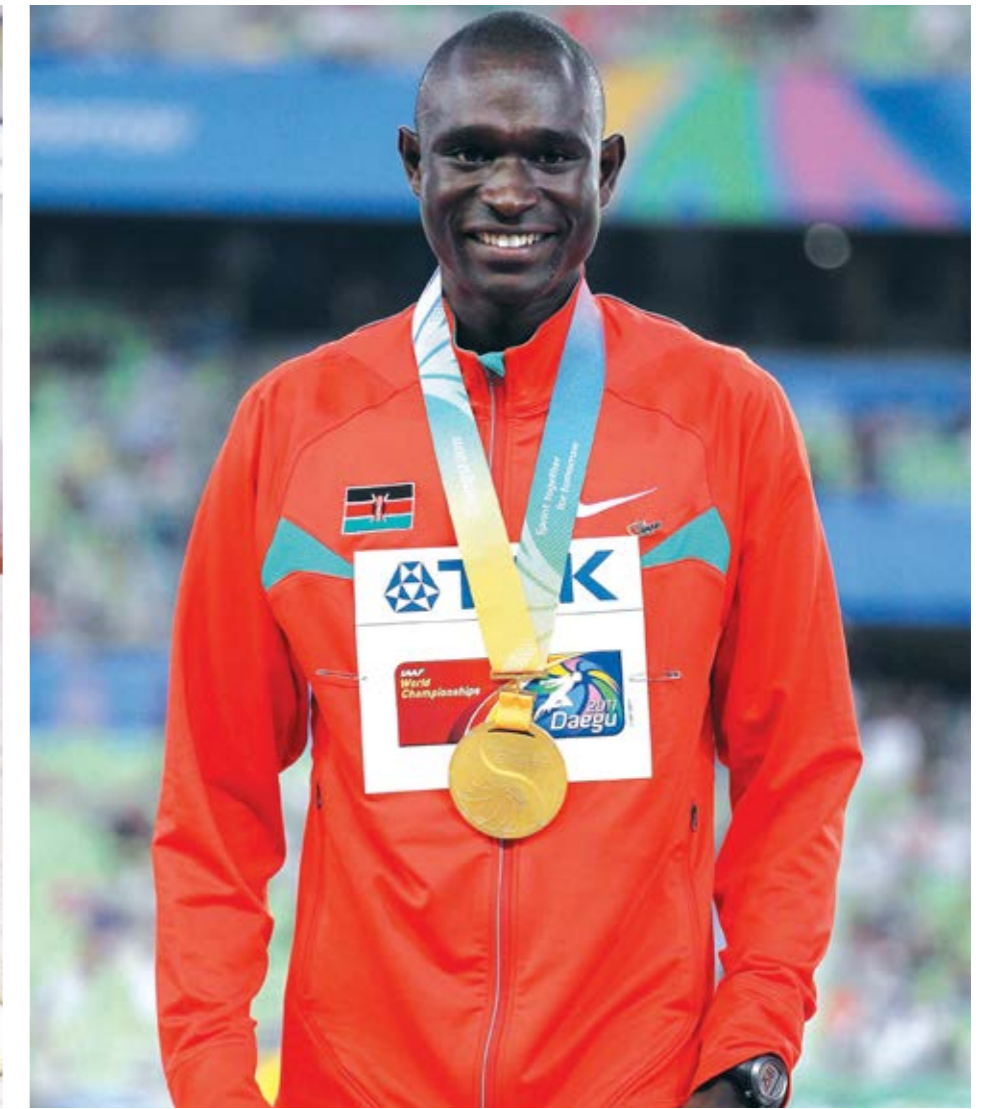
Loroupe, was named a United Nations Ambassador of Sport by the former United Nations Secretary General Kofi Anna. She is also an International Sports Ambassador for World Athletics.

Through the Tegla Loroupe Peace Foundation, Loroupe created an annual series of Peace Marathons "Peace through Sports" in the restive regions in her native West Pokot, Turkana (Kenya), Moroto (Uganda) and South Sudan.

Douglas Wakihuri: Legend that stole Japanese hearts to date

A World marathon champion in 1987, Douglas Wakihuri continues to influence the lives of the Japanese having lived and raced in the world's fourth-largest economy by nominal GDP.

For many years, Wakihuri was the face of Japan's global brands such as Hitachi, Konica, and Toyota.



They did Kenya proud (clockwise from top): Douglas Wakihuri, a former marathoner, David Rudisha, 800 metres world beater, Paul Ereng won the gold medal in 800 metres in Seoul, and Mary Keitany winner of the 2014 New York City Marathon.



Motor Sport

WRC SAFARI RALLY: The toughest Rally in the World

The coronation of Queen Elizabeth on June 2, 1953 at the Westminster Abbey would have a lasting influence on the motorsport scene in Kenya.

The idea of a rally to commemorate the Queen's coronation was as a result of Princess Elizabeth ascending to the throne while holidaying in Kenya.

She and her husband Prince Philip were at Nyeri's Treetops Hotel during the night of February 5 and 6, 1952, when news of her father's death reached them.

King George VI had died in his sleep, and so the title of monarch passed to his daughter Princess Elizabeth who was in Kenya at the time.

Joginder Singh, Shekhar Mehta and Patrick Njiru enter Kenyan folklore

The success of Joginder, fondly called "The Flying Sikh" became the pride of Kenyans as he won the Safari Rally three times, first in 1965 and later 1974 and 1976.

Then came Shekhar Mehta who won the Safari Rally a record five times (1973, 1979 - 82 and in 1981 finished fifth in the World Rally Championship.

Enter the effable Patrick Njiru who broke the glass ceiling for Africa rally drivers when he drafted to race for the Subaru World Rally Team.

In an article in 2020, Daily Nation writer Peter Njenga wrote: "This weekend 20 years ago, a young chap from a sleepy village in Embu made us believe in ourselves. Patrick Njiru became the first driver to finish the Safari Rally in a Group N car, a potent showroom Subaru Legacy."

Njiru raced in WRC Australia in 1991 where he finished 18th overall.

To date, the WRC Safari Rally is a must-watch event in Kenya and world every time it is staged in Naivasha.



Highest recognition: In 1973 President Jomo Kenyatta flagged off the first car driven by Shekhar and Lofty Drews.



Fan favourite: In 1965 Joginder Singh and co-driver Jaswant Singh won the East African Safari Rally and became fan favourites.



Smiling rallyist: Patrick Njiru, he of the disarming smile, has been described as the most successful indigenous rally driver.



Muddy and dusty: One section would be muddy and sticky and another dusty and rough. Fans loved both.



Rugby Sevens Powerhouse

The Kenya Rugby Sevens team has scrummed its way onto the World Rugby table often going toe-to-toe with the sport's established nations.

The Kenya team with its boisterous travelling fans always spark infectious fiesta whenever they play in the IRB Seven Series.

Strong and robust on the pitch the flag-waving fans are always electric on the stands with captivating dance styles to celebrate their heroes.

Iconic Collins Injera, who has since been inducted into the Melrose Sevens Hall of Fame, Melrose Sevens, the birthplace of the Rugby 7s sport and also the Walk of Fame Fiji sits at the forefront of Kenya's global presence.

Winners of the HSBC Singapore Sevens when they beat Fiji 30-7 to lift a first ever Cup title, Shujaa as Kenya's rugby Sevens team is called, have become a central cog in the global annual series.



Jubilant: Kenya won the World Rugby Sevens Series in 2016 and reached the Rugby World Cup Sevens semi-finals in 2009 and 2013.

Cricket

Class of 2003:

Eternally loved and revered globally. Kenya is an integral member of the cricket family since she became an associate member of the International Cricket Council in 1966 and competed in the first World Cup in the same year.

Kenya had to wait until the 1996 to compete at the Cricket World Cup with the best performance coming in 2003, where they reached the semi-finals. This feat propelled Kenya to global stardom as several stars were born and to date continue to grace the headlines in the world of cricket.

Cricket Kenya Team

(ICC World Cup Semi-finalists)

Batters: Hitesh Modi, David Obuya, Kennedy Otieno, Brijal Patel, Ravindu Shah
All Rounders: Steve Tikolo (C), Collins Obuya, Thomas Odoyo, Maurice Odumbe, Tony Suji

Bowlers: Aasif Karim, Peter Ongondo, Martin Suji, Joseph Angara, Alpesh Vadher



Kenya Cricket Team celebrating a win - courtesy sportscrunch.in



Kenya vs Canada 23rd Match ICC Cricket World Cup - courtesy crichighlightsvidz



Courtesy hapakenya.com



CHAPTER 5

Agriculture





The Backbone of the Economy

Kenya has prioritised agriculture as a key pillar of economic growth and a source of employment for millions.

Agriculture is the backbone of Kenya's economy, consistently contributing significantly to the GDP and providing employment for millions.

The sector has evolved through various phases of development, driven by governmental policies, creation of key agencies, and the involvement of dedicated cabinet ministers. Agriculture accounts for approximately 33 per cent of the GDP and employs more than 70 per cent of the rural population.

At independence, Kenya prioritised agriculture as a key driver of economic growth. The government focused on increasing production, promoting food security, and diversifying agricultural activities.

Key figures involved:

- Jomo Kenyatta (President and Minister of State for Agriculture, 1963-1964)

- Bruce Mackenzie (Minister of Agriculture and Livestock Development, 1964-1965)
- Felix Mandi Achieng (Minister of Agriculture, 1965-1969)

Key agencies formed:

- Kenya Farmers Association (KFA) (1965): Played a crucial role in supporting smallholder farmers and ensuring the availability of farm inputs.
- National Agricultural Laboratories: Established to enhance crop research and improve agricultural productivity.

Positive developments:

- During this period, the government redistributed land through the Million-Acre Settlement Scheme, which helped increase smallholder productivity.

- Kenya became one of the leading tea producers globally, with tea and coffee emerging as major export crops.

Structural reforms and diversification - 1978 to 1990

The 1980s marked a shift towards market-oriented reforms, encouraging private sector participation and diversification of agricultural production. Significant strides were made in expanding the variety of crops grown, leading to an increase in exports and overall sector resilience.

Key agencies formed:

- Kenya Seed Company (1984): Facilitates the distribution of high-quality seeds, boosting crop yields.
- Horticultural Crops Development Authority (HCDA) (1992): Promotes the growth and export



Make and package: Agriculture accounts for more than 70 per cent of employment in Kenya making it the mainstay of the economy.



Fruit vendor: At the subsistence and commercial levels, the Kenyan farmer and vendor keep the nation healthy and happy.

of horticultural products, making Kenya a leading exporter of flowers and vegetables.

Positive developments:

- By the end of the 1980s, horticulture had become a key foreign exchange earner for Kenya, second only to tea.
- Kenya's coffee sector thrived, contributing significantly to the economy and the crop being one of the top three export commodities.

Sustainability and modernization - 1990 to 2002

As Kenya's population grew, there was an increased emphasis on sustainable agricultural practices and modernization to meet the rising demand for food.

This period also saw the adoption of technology in farming and the expansion of agricultural research.

Key agencies formed:

- Kenya Agricultural Research Institute (KARI) (1986): Now known as Kenya Agricultural and Livestock Research Organization (KALRO), KARI played a pivotal role in advancing agricultural research and introducing high-yield crop varieties.
- Kenya Plant Health Inspectorate Service (KEPHIS) (1996): Played a critical role in ensuring the safety and quality of agricultural products and facilitating access to international markets

Positive developments:

- The introduction of improved seed varieties and better farming techniques led to increased maize and wheat production, ensuring food security.
- The livestock sector also saw growth, with Kenya becoming a

key exporter of beef to regional markets.

Modernization, climate resilience and value addition - 2003 to the present

In recent years, Kenya's agriculture sector has embraced technology, climate-smart practices, and value addition to enhance productivity and sustainability. This period has also seen efforts to integrate the sector into global value chains.

Positive developments:

- Kenya is now a leading exporter of flowers, with the floriculture industry contributing significantly to the economy.
- The Big Four Agenda, launched in 2017, prioritizes food security and nutrition, aiming to reduce the cost of food while boosting production through modern farming methods.

- The Agricultural Sector Transformation and Growth Strategy (ASTGS) 2019-2029 aims to position Kenya as a leading agricultural hub in Africa by promoting sustainable and resilient farming practices.

Today, Kenya's agricultural sector is diverse, with key crops including:

Tea: Kenya is the world's largest exporter of black tea, contributing significantly to foreign exchange earnings.

Coffee: Once a major export, coffee remains a key contributor to Kenya's economy.

Horticulture (Flowers, Vegetables, Fruits): Kenya is among the top exporters of cut flowers to Europe, with horticulture accounting for a substantial portion of export revenue.

Maize and wheat: Staple foods that are crucial for food security and the livelihoods of millions of smallholder farmers.

Kenya's agricultural exports are a key driver of its economy, with significant contributions from horticulture, tea, and coffee. Here are some key export statistics from the sector:

1. Tea

Export Value: In 2022, tea exports earned Kenya approximately \$1.2 billion.
Global Ranking: Kenya is the world's largest exporter of black tea, accounting for about 22 per cent of global tea exports.

Export Markets: The largest markets for Kenyan tea include Pakistan, Egypt, the United Kingdom, and the United Arab Emirates.

2. Horticulture

Export value: Horticulture (which includes cut flowers, fruits, and vegetables) is Kenya's second-largest foreign exchange earner, generating \$1.4 billion in 2022.

Cut flowers: Kenya is the third-largest exporter of cut flowers globally, contributing about 7 per cent of the world's flower trade.

Europe is the largest market, with 70 per cent of Kenya's flower exports going to countries such as the Netherlands, the United Kingdom, and Germany.

Fruits and Vegetables: Kenya is also a major exporter of fresh vegetables (mainly French beans, snow peas, and sugar snaps) and fruits like avocados, which have seen rising global demand.

3. Coffee

Export value: Coffee contributes around \$230 million annually to Kenya's export earnings.

Global Ranking: Kenya is among the top 20 coffee producers globally and is renowned for producing high-quality Arabica coffee.

Export markets: Key destinations for Kenyan coffee include Germany, the United States, Belgium, and Sweden.

4. Other agricultural exports

Livestock Products: Kenya exports beef and leather products, though these are more regional exports focused on neighbouring countries.

Avocados: Kenya has become one of the world's largest exporters of avocados, particularly to Europe and the Middle East. Avocado exports earned Kenya over \$140 million in 2022, with strong demand from countries like Spain and the UAE.

Overall Impact of Agriculture

Total export value: Agriculture contributes over 65% per cent of total export earnings in Kenya.

GDP contribution: The agricultural sector contributes 33 per cent of Kenya's GDP and accounts for over 40 per cent of employment.

These statistics demonstrate the critical role that agriculture plays in Kenya's economy, particularly in terms of exports, foreign exchange earnings, and employment. The continued focus on modernization, sustainability, and market integration positions Kenya as a leader in agriculture in Africa, with the potential for even greater achievements in the future.



Pick, cut and test: Tea remains a leading foreign exchange earner, but faces stiff competition from cut flowers. For both, the role of research cannot be gainsaid.





Agriculture Diversified and Modernised

Every decade sees the emergence of a new tool to help modernise Kenya's agriculture and keep it abreast of the best technological practices.

Agriculture plays a key role in the economy, hence the urgent need to modernise it for sustainable growth. The sector contributes 25 per cent of the GDP and employs 70 per cent of the rural population.

Its modernisation is a cornerstone of the economic development strategy. Efforts have been made to promote agribusiness, enhance productivity, and secure food supplies.

The agricultural sector had long been dominated by smallholders in, subsistence production characterised by low productivity, and limited access to modern technologies.

In collaboration with development partners, the government initiated comprehensive reforms to modernise the sector. These reforms introduced modern farming techniques, improving access to high-quality inputs, and enhancing agricultural research and extension services.

One of the key initiatives was the adoption of climate-smart agriculture

(CSA) practices aimed at increasing agricultural productivity while mitigating the impacts of climate change.

The promotion of drought-resistant crops, water-efficient irrigation systems, and sustainable land management practices became crucial. By 2020, the CSA practices had not only improved crop yields, but also built resilience among smallholders, who are particularly vulnerable to climate change effects.

The decade saw a strong emphasis on promoting agribusiness to add value to agricultural products and create new income earning opportunities for farmers.

The government's Vision 2030 blueprint highlighted agribusiness as a key driver of economic growth, leading to the establishment of programmes to support the development of value chains and enhance market access.

The establishment of the Kenya Agricultural and Livestock Research Organisation (KALRO) in 2013 was a milestone in the promotion of agribusiness. KALRO played a pivotal role

in research and development, focusing on improving crop varieties, enhancing livestock productivity, and promoting innovative agricultural technologies.

By 2018, improved seed varieties had been introduced, which significantly boosted the productivity of staple crops such as maize, beans, and sorghum.

The rise of agro-processing industries created new market opportunities for farmers. Investments in food processing, packaging, and distribution increased the shelf life of agricultural products and enhanced their marketability locally and internationally.

The growth of agribusinesses, particularly in the horticulture and floriculture, positioned Kenya as a leading exporter of cut flowers and fresh produce to Europe, generating substantial foreign exchange earnings.

Food security remained a central concern throughout the 2010s, driven by the need to feed a growing population and mitigate the impacts of recurrent droughts and other climate-related challenges.



Food security: Successive Kenyan governments have marked food security as a priority and the construction of silos around the country is proof of this intention.

The government sought to ensure that all citizens had access to sufficient, safe, and nutritious food.

The National Food and Nutrition Security Policy launched in 2011 laid the foundation for a multi-sectoral approach to addressing food security. The policy aimed to increase food production, improve food distribution systems, and enhance nutrition.

Key interventions included the expansion of irrigation schemes, particularly in arid and semi-arid lands (ASALs), and the provision of subsidies for fertilizers and other critical inputs to boost crop production.

The National Agricultural and Rural Inclusive Growth Project (NARIGP) was launched in 2017, with funding from the World Bank. It focused on increasing agricultural productivity and profitability among smallholder farmers, particularly in the marginalised regions.

By promoting climate-resilient practices, improving market linkages, and supporting farmer cooperatives, NARIGP contributed to improving food security and reducing poverty in the rural areas.

Despite the significant strides made in diversifying the agricultural sector, several challenges persisted. Climate change, characterised by erratic rainfall patterns and frequent droughts, continued to threaten agricultural productivity and food security. Inadequate infrastructure, particularly in rural areas, hindered efficient access to markets.

The high cost of inputs, limited access to credit, and weak institutional support hampered the full realisation of agricultural modernisation and agribusiness potential.

Smallholders, who constitute the majority of agricultural producers, often lacked the financial resources and technical knowledge needed to adopt modern farming practices and scale up their operations.

However, the increasing adoption of digital technologies, such as mobile-based agricultural advisory services and e-commerce platforms, offered new avenues for farmers to access information, markets, and financial services.

The growing interest in organic farming and sustainable agriculture also provided niche markets for farmers, particularly in export markets where demand for organic produce was rising.

The diversification of agriculture laid the groundwork for a more resilient and sustainable sector capable of meeting the needs of a growing population and contributing to national economic development.

The focus on innovation, sustainability, and inclusivity will be key to ensuring that the sector thrives and serves as a driver of growth and prosperity.



The Kenya Farmers Association: In its heyday it was better known by its acronym KFA and was synonymous with availability of farm inputs and implements as well as efficiency.





CHAPTER 6

Tourism and Hospitality





Emara Ole-Sereni

Equipped with state-of-the-art technology, our expansive ballroom is ideal for large-scale events from corporate conferences and product launches to weddings and galas.



Emara Ole-Sereni Hotel: A Paradigm of Elegance and Comfort

Nestled strategically between the bustling Nairobi Expressway and the serene Nairobi National Park, the Emara Ole-Sereni Hotel offers a unique blend of urban sophistication and natural tranquility.

Conferencing Features: The Grand Mara Ballroom and Meeting Rooms

Emara Ole-Sereni stands out as a top destination for conferences, meetings, and events. The hotel boasts an impressive range of conferencing facilities designed to cater to various needs.

The grand Mara Ballroom is the crown jewel of the hotel's event spaces. This expansive ballroom is ideal for largescale events, from corporate conferences and product launches to weddings and galas. With a capacity to accommodate up to 500 guests, the grand Mara Ballroom is equipped with state-of-the-art technology, high-speed internet, and customizable lighting. The elegant decor and sophisticated ambiance provide a perfect backdrop for any event, ensuring a memorable experience for all attendees.

In addition to the grand Mara Ballroom, the hotel offers several other versatile meeting rooms. These rooms vary in size and can host smaller gatherings, board meetings, and breakout sessions. Each meeting room is designed with modern amenities, ergonomic furniture, and advanced conferencing equipment.

The hotel's dedicated event planning team ensures seamless coordination, from initial setup to final execution, allowing clients to focus on their agenda while the hotel handles the logistics.

Immaculate Rooms: Comfort and Elegance

The accommodation at Emara Ole-Sereni is designed to provide ultimate comfort and luxury. The hotel offers a range



of rooms and suites, each meticulously decorated to create a welcoming and relaxing environment.

Deluxe Rooms are spacious and elegantly furnished, featuring modern amenities such as flat-screen TVs, high-speed internet, and plush bedding. Large windows allow natural light to flood the rooms, offering guests stunning views of either the Nairobi Expressway or The Nairobi National Park.

For guests seeking additional space and luxury, Our one or two-bedroom apartments provide a separate living area, enhanced amenities, and access to the Executive Lounge. These apartments are perfect for business travelers or families looking for extra comfort and convenience.

The hotel also offers a Presidential Suite, which epitomizes luxury and sophistication. These suites feature expansive living and dining areas, a private balcony, and premium amenities. The Presidential Suite provides an unparalleled level of safety, comfort, and elegance, making it the ultimate choice for discerning travelers.

Emara Ole-Sereni Hotel is more than just a place to stay; it is an experience that combines the best of urban convenience and natural beauty.

With its state-of-the-art conferencing facilities, exquisite dining options, and luxurious accommodations, the hotel caters to the needs of both business and leisure travelers.



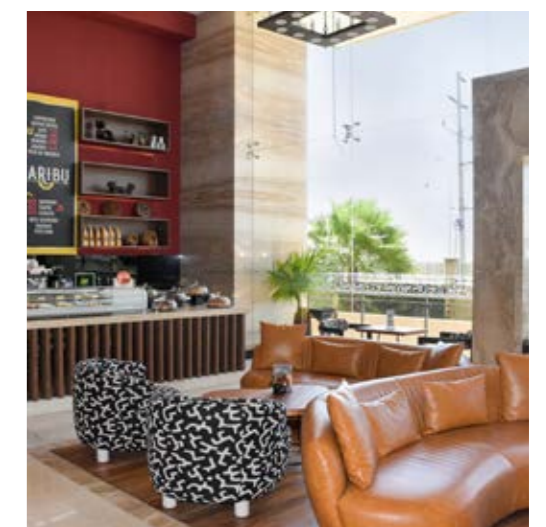
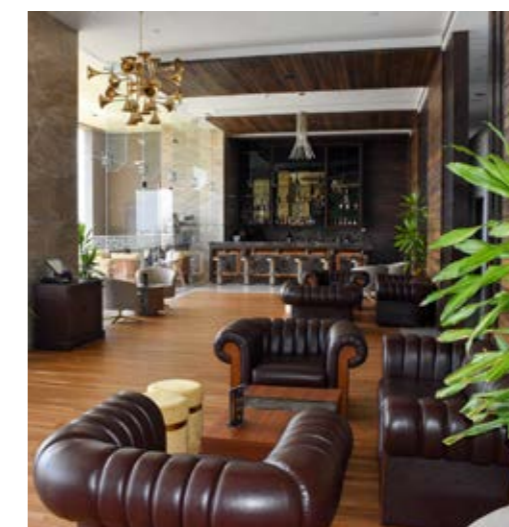
Whether you are hosting a grand event, enjoying a meal with a view, or relaxing in one of the immaculate rooms, Emara Ole-Sereni promises an unforgettable stay in Nairobi.

Culinary Delights: Restaurants and Sky Lounge

Dining at Emara Ole-Sereni is an experience that tantalizes the senses. The hotel features a variety of dining options, each offering unique culinary delights. Sky Lounge is a must-visit for those looking to unwind while enjoying panoramic views of the Nairobi skyline and The Nairobi National Park.

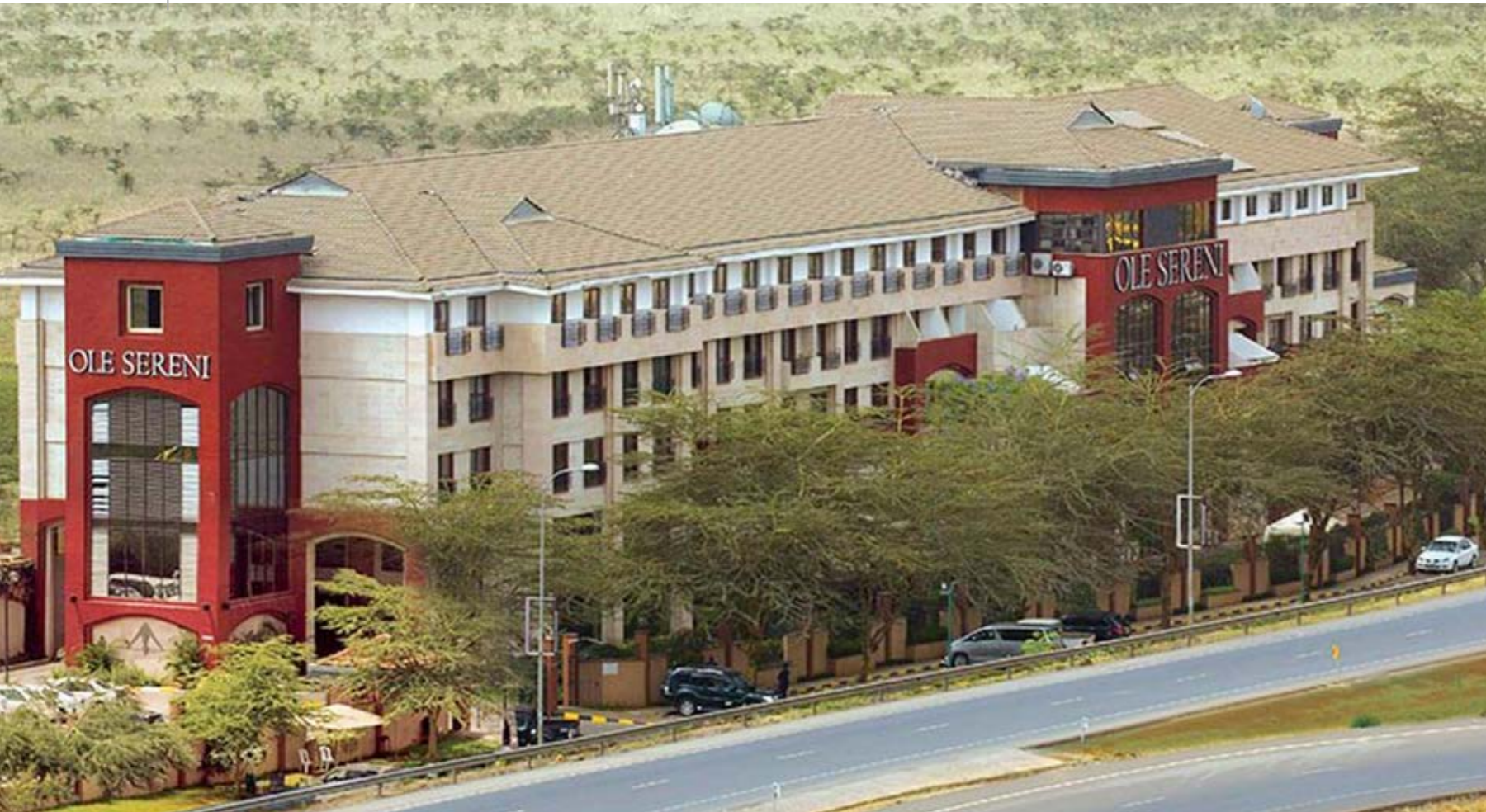
Located on the top floor, this chic lounge offers an extensive selection of finger foods, cocktails, wines, and spirits, complemented by a menu of light bites and appetizers. Sky Lounge's sophisticated atmosphere and breathtaking views make it an ideal spot for evening relaxation or casual business discussions.

For a more casual dining experience, Acacia Restaurant is renowned for its diverse menu that includes both local and international cuisine. Guests can enjoy





Emara Ole-Sereni: The Parkside Jewel



a sumptuous buffet breakfast, a la carte lunch, and dinner in a stylish setting. The restaurant's ambiance is enhanced by large windows that offer stunning views of The Nairobi National Park, creating a serene dining experience.

Ole-Sereni Hotel: An Oasis of Urban Elegance and Natural Splendor

Ideally situated between the urban convenience of Nairobi and the untouched beauty of The Nairobi National Park, Ole-Sereni Hotel offers a perfect blend of efficiency and rejuvenation for both business and leisure travelers.

Conferencing Features: Pride Hall and Meeting Rooms

Ole-Sereni is a premier venue for conferences and events. Pride Hall can host up to 350 guests and features the latest audio-visual technology, high-speed internet, and adaptable lighting, making it ideal for everything from corporate seminars to weddings. Additionally, various meeting rooms provide modern amenities and comfortable furnishings

for smaller gatherings, ensuring a professional and inviting environment. The hotel's event planning team ensures every event is managed with precision.

Dining at Ole-Sereni caters to diverse tastes with multiple options:

The Big Five Restaurant & Bar offers five distinct cuisines: African, Asian, Indian, Continental, and Pastries, set against breathtaking views of Nairobi National Park. Eagles The Steakhouse is a fine dining restaurant known for its premium steaks and extensive wine list, ideal for special occasions.

Ngong Pool Bar provides a relaxed poolside setting with snacks, grilled specialties, and refreshing beverages, perfect for informal meetings or lounging.

Immaculate Rooms: Comfort and Elegance

Rooms at Ole-Sereni are designed for comfort and luxury: They are spacious and tastefully decorated, with modern

amenities and views of either the Nairobi Expressway or the park.

Artistic Flourishes: An Aesthetic Experience

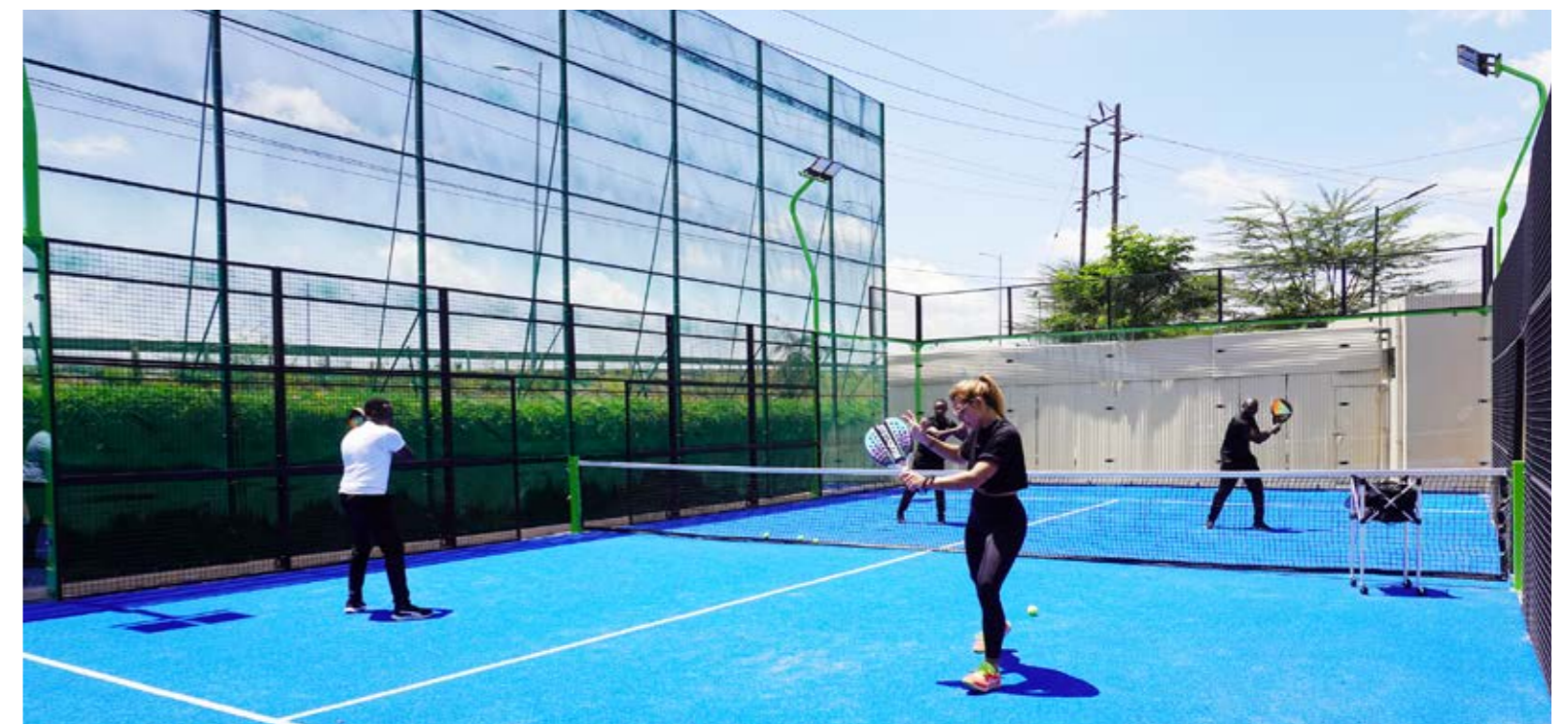
The hotel is an artistic haven, with interiors adorned with artworks and design elements reflecting Kenya's rich cultural heritage, providing guests with a visually enriching stay.

Duma Spa and Wellness Centre

Duma Spa and Wellness Centre offers a sanctuary of tranquility with a range of treatments, from massages to holistic therapies, ensuring a restorative experience.

Duma Padel Court

Ole-Sereni also features a Duma padel court, allowing guests to enjoy this popular racquet sport, combining elements of tennis and squash, for an active and enjoyable stay.





The Great Wildebeest Migration in Masai Mara





The Goose of the Golden Egg

Tourism's role in job creation and poverty alleviation cannot be gainsaid. The government, therefore, continuously embraces sustainable practices while preserving the country's natural and cultural heritage.

Kenya continually makes impressive strides in the tourism sector, transforming it into an economic driver and the country into a premier destination in Africa. The sector is a cornerstone of national economic growth. According to the Kenya National Bureau of Statistics, tourism directly contributed 4.8 per cent to the GDP in 2019, amounting to Ksh163.6 billion (\$1.5 billion).

Notable fluctuations in the sector have been influenced by global economic conditions, security concerns, and environmental challenges. Targeted interventions and strategic investments have driven resilience and sustained growth in the industry.

The government has played a crucial role in shaping the tourism industry's growth through a series of strategic initiatives and legislative reforms:

1. The Kenya Tourism Board (KTB) spearheaded comprehensive marketing campaigns aimed at enhancing Kenya's global profile as a travel destination. These

campaigns utilised digital media, collaborated with international travel agencies, and showcased Kenya's diverse attractions, from the Maasai Mara's wildlife safaris to the Indian Ocean's pristine beaches;

2. Recognising the importance of accessibility, the government invested heavily in upgrading tourism-related infrastructure. Key projects included the expansion of major airports such as Jomo Kenyatta International Airport and Moi International Airport. The improvement of road networks leading to key tourist destinations, and the enhancement of accommodation facilities were meant to cater to increasing visitor numbers;

3. A series of policy reforms were introduced to streamline the tourism sector. Notable among these was the Tourism Act of 2011, which established a more structured framework for the

sector, including the creation of the Kenya Tourism Regulatory Authority (KTRA) to oversee and regulate tourism. This Act aimed to enhance efficiency in tourism administration, promote investment, and ensure compliance with industry standards;

4. The government also reviewed visa and immigration policies to make it easier for tourists to visit Kenya. Initiatives included the introduction of e-visas, which simplified the application and attracted more international travellers;

5. Kenya has embraced sustainable tourism practices, focusing on preserving its natural and cultural heritage while empowering local communities. The National Environment Management Authority (NEMA) played a key role in enforcing regulations, promoting eco-friendly lodges, and supporting community-based tourism projects; and,



Up, up and away: The balloon safaris in the world famous Maasai Mara Game Reserve are a favourite attraction of locals and foreigners alike.

6. The government encouraged community involvement in tourism. This was done through the Community Conservation Programmes, which supported the establishment of community-owned conservancies and cultural tourism ventures. These initiatives aimed to distribute tourism benefits more equitably and foster a sense of ownership among local populations.

implemented domestic campaigns to boost local travel and adopted health and safety protocols to restore international confidence. These measures, combined with efforts to enhance the visitor experience, have been crucial in the sector's recovery.

to preserve natural ecosystems, support local communities, and appeal to environmentally conscious travellers. The government continues to support eco-friendly initiatives and collaborate with stakeholders to ensure the long-term sustainability.

Kenya's tourism industry is set to continue its growth trajectory, driven by several strategic focus areas:

The growth of tourism in the 2010s highlights its resilience and transformative impact on the economy.

1. Expanding tourism offerings beyond traditional wildlife safaris to include adventure, cultural experiences, and niche markets such as eco-tourism and wellness retreats. The government is promoting these diverse experiences to attract a broader range of tourists;

Through strategic initiatives, infrastructure investments, and legislative reforms, Kenya is a top travel destination, attracting diverse visitors seeking unique experiences.

2. Leveraging digital platforms and technology to enhance marketing, streamline booking, and improve the overall visitor experience. The adoption of digital tools and data analytics is expected to play a significant role in shaping the future of tourism; and,

As the global tourism landscape evolves, Kenya remains committed to fostering sustainable growth, embracing innovation, and showcasing its rich cultural and natural heritage.

3. Strengthening sustainable practices and responsible initiatives

The tourism sector is poised for continued success, underpinned by efforts to diversify offerings, harness digital innovation, and promote sustainability. Kenya's position as a leading tourism destination is a testament to its ability to adapt, innovate, and thrive in a dynamic global environment.

Tourism's role in job creation and poverty alleviation cannot be overstated. The sector supports millions of jobs across the country, but particularly in regions heavily reliant on tourism. These include the coastal areas and wildlife conservancies. Tourism has become a vital source of income for many communities.

The industry faces several challenges, including global economic fluctuations, insecurity, and environmental concerns. The Covid-19 pandemic had a severe impact on international travel, leading to a sharp decline in tourist arrivals and revenue in 2020 and 2021.

However, the sector demonstrated remarkable resilience. The government



Pretty in pink: The flamingos of the Rift Valley lakes, especially Lake Nakuru, are a must see feature of Kenya's birdlife.





Tasked with Building Tourism

The legacy of the Kenya Tourism Development Corporation lies in laying the foundation upon which the thriving tourism industry stands and imbuing it with the dynamism with which it evolves.



Built for speed: Kenya is one of a handful of African countries in which the cheetah, the fastest animal on earth, is found.

On emerging from the shadows of colonialism in the mid-1960s, Kenya was eager to carve out a new identity and bolster its economic prospects.

The Kenya Tourism Development Corporation (KTDC) was set up in 1965 as the foundation for the nation's tourism industry. Tasked with promoting and financing tourism projects, including the construction of hotels and lodges in key areas, the KTDC played a crucial role in transforming the country into a premier tourist destination.

The KTDC initiative was driven by the recognition that tourism could become a significant pillar of the economy. Kenya's diverse landscapes, rich wildlife and cultural heritage offer immense potential to attract visitors from around the world.

However, realising this potential required substantial investment in infrastructure

and facilities, which were sorely lacking. Founding President Jomo Kenyatta saw tourism as a vehicle for economic growth and job creation.

"Tourism will not only bring us the much-needed foreign exchange, but will also create jobs and develop our regions," Kenyatta said during a Cabinet meeting in 1965.

Promoting natural and cultural assets would boost foreign exchange earnings and stimulate development. The KTDC was envisioned as the key instrument to achieve these goals, tasked with identifying, funding, and developing projects.

Economic Planning and Development Minister Tom Mboya was instrumental in shaping the corporation's strategy and goals. His vision of a diversified economy led to the emphasis on tourism as a key

sector. Bruce McKenzie, the Minister of Agriculture and later Tourism, was also deeply involved in promoting the tourism potential, particularly in the agricultural highlands and game reserves. "Our land is a paradise for tourists, and KTDC will ensure they have the facilities to enjoy it," he said.

KTDC's mandate was to develop the sector by financing and constructing hotels, lodges, and other essential infrastructure. This targeted the scenic coastal regions, the renowned national parks and game reserves, and the captivating highlands.

The agency focused on identifying strategic locations for tourism development. The coastal city of Mombasa, with its pristine beaches and historical sites, was earmarked as a prime destination.



Coconut, ocean and breeze: The Kenya Tourism Development Corporation was tasked with developing Kenya as a reputable visitor destination.

Similarly, national parks, including the world-famous Maasai Mara and Amboseli, were targeted for the development of lodges and other amenities.

One of the first major projects undertaken by the KTDC was the construction of the iconic Nairobi Hilton Hotel, which opened its doors in 1969. This landmark project signalled commitment to providing world-class accommodation for tourists and business travellers. The success of the Nairobi Hilton paved the way for further investments in the hospitality sector.

The corporation provided loans and equity investments to private developers, encouraging them to invest in hotels, lodges, and other facilities. This partnership between the public and private sectors was instrumental in accelerating the growth of Kenya's tourism industry.

KTDC played a pivotal role in developing lodges and camps in the national parks that offered visitors an opportunity to experience wildlife up close. The Serena

Safari Lodges and the Governor's Camp became synonymous with luxury and adventure, attracting tourists from around the globe. These establishments not only created jobs for locals, but also contributed to conservation by promoting sustainable tourism practices.

The KTDC journey has not been without challenges. The political and economic instability that characterised the post-independence era sometimes hampered the corporation's efforts. Global economic fluctuations and changes in travel trends adversely affected the tourism sector, requiring KTDC to review its strategies.

One significant challenge was ensuring that tourism development was inclusive and benefitted local communities. KTDC recognised the importance of involving local populations in tourism projects, both as employees and stakeholders.

Locals were trained and employed in various capacities in the tourism industry, fostering a sense of ownership and pride. By the late 1970s, Kenya had established itself as a leading safari destination. New

hotels, lodges, and attractions were developed.

The KTDC legacy is evident in today's thriving tourism industry. The corporation's early investments laid the groundwork for a sector that now contributes significantly to the national economy. Tourism has become one of the leading sources of foreign exchange earnings, providing livelihoods for millions of Kenyans.

The corporation's projects often prioritised environmental conservation and community involvement, setting standards for responsible tourism development. This has helped to preserve Kenya's natural beauty and wildlife for future generations.

The KTDC continues to identify and support new opportunities for tourism development, embracing changing market dynamics and traveller preferences. Eco-tourism, cultural and adventure tourism present new avenues for growth.



Hunting ban Guards Heritage

Kenya's wildlife is both a national and global treasure that must be protected for future generations.



Torch the tusks: Kenya made history in 1989 when it burnt its ivory stockpile to step up its campaign against poaching and to guard its elephant population.

Kenya took a monumental step towards safeguarding its natural heritage when it imposed a nationwide ban on the hunting of wildlife in 1977. The ban was driven by a deep-seated commitment to preserving the country's diverse ecosystems and wildlife species. The ban marked a turning point in Kenya's approach to environmental stewardship.

President Moi, addressing the nation at the time, remarked, "Our wildlife is not just a national treasure; it is a global heritage that must be protected for future generations."

The ban received widespread support both domestically and internationally, signalling Kenya's emergence as a leader in conservation efforts. Cabinet Minister for Environment and Natural Resources, Dr. Richard Leakey, added in 1977, "This ban reflects our commitment to sustainable development and biodiversity conservation. It is a testament to our responsibility as custodians of the natural world."

Since independence Kenya has witnessed remarkable transformations in its tourism sector. The country's national

parks and reserves have become havens for wildlife enthusiasts and eco-tourists from around the globe.

The Maasai Mara, Amboseli National Park, and Tsavo Conservation Area are now renowned for their thriving populations of elephants, lions, rhinos, and countless other species.

Tourism Minister at the time, Sarah Korere, enthusiastically declared, "Our decision to ban wildlife hunting has not only protected our natural heritage but has also created sustainable economic opportunities for our people. Tourism revenue has soared, supporting local communities and driving forward our economy."

The wildlife ban has played a crucial role in Kenya's economy by bolstering the tourism sector. Tourism contributes significantly to Kenya's GDP, providing jobs and income for thousands of people, particularly in rural areas surrounding national parks and reserves.

According to recent data, tourism contributes approximately 8.8 per cent to Kenya's GDP and employs around

9.3 per cent of the workforce, according to the Kenya Tourism Sector 2023 Performance Report.

Strict laws and regulations have been enforced to ensure the protection of wildlife and their habitats, as stipulated under the Wildlife Conservation and Management Act (2013). This comprehensive legislation provides a legal framework for the conservation, management, and sustainable use of wildlife resources in Kenya.

It includes provisions for wildlife habitats, species protection, and imposes severe penalties for offences related to poaching and illegal wildlife trade.

David Attenborough, a prominent advocate for wildlife conservation, praised Kenya's efforts, saying, "Kenya's commitment to wildlife conservation is exemplary. Its diverse landscapes and iconic species make it a beacon of hope for conservation efforts globally."

The Kenya Wildlife Service (KWS), established to oversee these efforts, plays a pivotal role in enforcing these laws. KWS rangers patrol national parks



Big, aggressive and fierce: The buffalo is one of Kenya's Big Five animals, the others being the lion, rhino, elephant and leopard.

and reserves to deter poaching and ensure compliance with conservation regulations. Additionally, community-based conservation programmes engage local communities in wildlife protection efforts, providing economic benefits that mitigate human-wildlife conflict.

Efforts to establish wildlife corridors and enhance habitat connectivity further underscore Kenya's commitment to preserving biodiversity. These initiatives facilitate the movement of animals between habitats, supporting genetic diversity and ensuring the long-term survival of wildlife populations.

Jane Goodall, renowned primatologist and conservationist, praised these efforts, stating, "Kenya's dedication to protecting

its wildlife is inspiring. The country's conservation initiatives serve as a model for sustainable wildlife management and habitat preservation."

Conservation education and awareness campaigns, launched both locally and internationally, emphasise the importance of preserving Kenya's biodiversity and promote responsible tourism practices.

Kenya collaborates closely with international organisations and other countries to combat wildlife trafficking, sharing intelligence and resources to strengthen global conservation efforts.

Today, Kenya stands as a shining example of what can be achieved through determined conservation efforts and

visionary leadership. The ban on wildlife hunting continues to be upheld, ensuring that future generations will inherit a country teeming with biodiversity and natural wonders.

Kenya's wildlife is renowned globally for its richness and diversity, making it a premier destination for wildlife enthusiasts. In Africa, Kenya's wildlife ecosystem is consistently ranked among the top due to its variety of species, robust conservation efforts, and sustainable tourism practices.

As President Moi aptly summarised, "In protecting our wildlife, we are safeguarding the soul of Kenya. Let us cherish and protect it for all time."



CHAPTER 7

Energy





Commercial Oil Reserves in Turkana

Kenya's journey towards exporting oil started with the milestone Early Oil Pilot Scheme in 2019, which raised expectations of an economic boom.

The 2012 discovery of commercial oil reserves in Turkana County by Tullow Oil sent expectations soaring skywards in anticipation of Kenya's entry into the ranks of oil-producing countries and a new era of economic growth and development.

This new resource promised to unlock significant revenue streams and attract substantial foreign investment, consequently positioning Kenya as an emerging player in the global oil market.

Kenya's oil deposits primarily consist of wax-based crude oil, found in the

Lokichar Basin of Turkana County. This type of crude oil, while technically challenging to extract due to its high wax content, is nonetheless commercially viable.

The oil is classified as light and sweet, with an API (American Petroleum Institute) gravity of around 30-35 degrees, making it relatively easier to refine compared to heavier crudes.

Kenya's journey towards exporting oil began with the Early Oil Pilot Scheme (EOPS), which saw the country export its first batch of crude oil in August,

2019. The pilot programme, which was essential in testing the viability of Kenya's oil production, culminated in the export of approximately 240,000 barrels of oil, generating about \$12 million in revenue.

While this marked a significant milestone, the volumes exported were relatively small compared to global standards.

However, the potential for larger-scale production and export remains, contingent on the development of necessary infrastructure, such as pipelines and refineries, and favourable global market conditions.

Kenya's oil production is still in its nascent stages, especially when compared to neighbouring Uganda and South Sudan. Uganda, for instance, discovered larger oil reserves and is said to have recoverable reserves of 6.5 billion barrels.

South Sudan, already an established oil producer, has proven reserves of 3.5 billion barrels and continues to be a significant player in the region's oil industry.

In contrast, Kenya's Lokichar Basin is estimated to hold 750 million barrels of recoverable oil, making it a smaller player in the region. Nevertheless, Kenya's strategic location and ongoing infrastructural developments, such as the Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) corridor, position the country to capitalise on its oil resources and become a competitive player in the East African oil market.

The revenue generated from oil exports has the potential to significantly impact Kenya's economy in several ways:

1. Oil revenue is expected to bolster the national budget, enabling the government to invest in key sectors such as infrastructure, education, healthcare, and technology. This could lead to improved public services and enhanced economic growth.
2. With substantial oil revenues, Kenya has the opportunity to diversify its economy. Investments could be directed towards reducing the country's reliance on agriculture and services by developing sectors such as manufacturing and technology.
3. The oil industry and related sectors are expected to create thousands of jobs, reducing unemployment and boosting the local economy, particularly in regions like Turkana.
4. The discovery and subsequent development of oil reserves are likely to attract foreign investment, further strengthening Kenya's economy and its position as a key player in the regional market.

Avoiding the oil curse:

To ensure that Kenya does not fall victim to the oil curse — a phenomenon where resource-rich countries experience economic stagnation and governance issues— the government has implemented several measures:

1. Kenya has put in place robust laws and regulations to govern the oil sector. The Petroleum Act of 2019 is a cornerstone of this framework, setting out clear guidelines for exploration, production, and revenue-sharing. The law also emphasizes transparency, accountability, and sustainable management of resources.
2. The government has adopted a revenue-sharing model where oil revenues are distributed between the national government, county governments, and local communities. This model aims to ensure that oil wealth benefits all stakeholders, reducing the risk of conflict and promoting equitable development.
3. The government has established a Sovereign Wealth Fund to manage the country's oil revenues. This fund is designed to save and invest a portion of the revenues for future generations, stabilize the economy during downturns, and support long-term development goals.
4. Kenya is a member of the Extractive Industries Transparency Initiative (EITI), which promotes openness and accountability in the management of natural resources. This commitment to transparency is crucial in preventing corruption and ensuring that oil revenues are used effectively.

Key Players in Kenya's oil

Several key players are involved in oil exploration and investment in Kenya, including:

- **Tullow Oil:** The leading company that discovered oil in Turkana. Tullow Oil has been pivotal in the exploration and initial development stages of Kenya's oil sector.

- **Africa Oil Corp:** A Canadian oil and gas company that holds significant stakes in the Lokichar Basin and has partnered with Tullow Oil in exploration activities.
- **Total Energies:** A French multinational that has shown interest in Kenya's oil sector and is involved in various projects across the country.

Significant infrastructure development has taken place to support the oil sector in Kenya:

1. The Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) Corridor is a major infrastructural project that includes the development of an oil pipeline, roads, and a port. This project is crucial for transporting oil from Turkana to international markets.
2. Under the Early Oil Pilot Scheme, Kenya developed temporary infrastructure, including trucking routes and storage facilities, to transport crude oil from Turkana to the port of Mombasa for export.
3. Improved road networks have been developed in Turkana County to facilitate the movement of equipment and personnel, as well as to support the broader economic development of the region.
4. Plans are underway to construct a 821-kilometer pipeline from Turkana to Lamu, which will significantly enhance the efficiency of oil transport and reduce costs associated with trucking.

The successful discovery and management of oil resources in Turkana signal a promising future for Kenya's economy. By leveraging this newfound wealth, Kenya aims to advance its Vision 2030 goals, including becoming a middle-income country and enhancing its global competitiveness.

With a clear vision for resource management and strategic investments, Kenya is poised to turn this valuable asset into a driving force for national progress and prosperity.



Drill, baby, drill: Expectations soared with the discovery of commercial oil deposits in northern Kenya – the British firm Tullow Oil Plc.



Oil and Sovereign Wealth Fund

The sovereign fund is aimed at strategic management of revenues derived from oil and other natural resources and, therefore, guarantee Kenyans long-term economic stability.



Tullow Oil: The Government of Kenya moved swiftly to establish a sovereign fund following the discovery of oil in Turkana County.

Launched in 2019, Kenya's Sovereign Wealth Fund (SWF) is a landmark initiative aimed at strategically managing revenues derived from oil and other natural resources to ensure long-term economic stability and sustainable development.

The establishment of the SWF is rooted in Kenya's ambition to prudently manage its resource wealth and harness it for the benefit of current and future generations.

With the discovery and impending exploitation of significant oil reserves in Turkana and other regions, the government recognised the critical need to institutionalise a framework that safeguards these revenues from volatility and mismanagement.

This proactive approach not only mitigates the risks associated with commodity price fluctuations but also sets a foundation for diversified economic growth beyond oil dependency.

The key benefits of the fund include, but are not limited, to:

1. Providing a buffer against economic shocks and commodity price volatility by allocating resource revenues into a diversified portfolio of investments. This stabilisation mechanism helps protect the national economy from external fluctuations, ensuring steady growth.
2. Focussing on long-term investments in infrastructure, technology, and other strategic sectors. These investments not only support immediate economic development but also lay the groundwork for future prosperity, driving sustainable growth and innovation.
3. By pooling resource revenues into a centralised fund, Kenya can manage and invest these resources more efficiently. This approach reduces the risk of misallocation and ensures that resource wealth is used effectively to support national development goals.

4. Adhering to international best practices in governance and transparency enhances Kenya's reputation as a stable and attractive investment destination. This, in turn, attracts global investors and fosters economic partnerships that contribute to Vision 2030's objectives.

The Sovereign Wealth Fund is primarily funded through revenues generated from Kenya's natural resources, including oil and gas. Additionally, the fund may receive contributions from other sources such as:

- Periodic contributions from the national budget to support the fund's capital base.
- Surpluses from other government revenue streams or unexpected windfalls.
- Profits earned from investments made by the fund itself.

Impact on Vision 2030

1. By channelling revenues into strategic investments across various sectors such

as infrastructure, education, healthcare, and technology, the SWF supports the diversification agenda outlined in Vision 2030. This diversification is crucial for reducing reliance on traditional sectors and fostering sustainable economic growth.

2. Investments from the SWF are earmarked for critical infrastructure projects, including roads, railways, ports, and energy infrastructure. These projects enhance Kenya's connectivity and competitiveness, driving industrialization and regional integration.

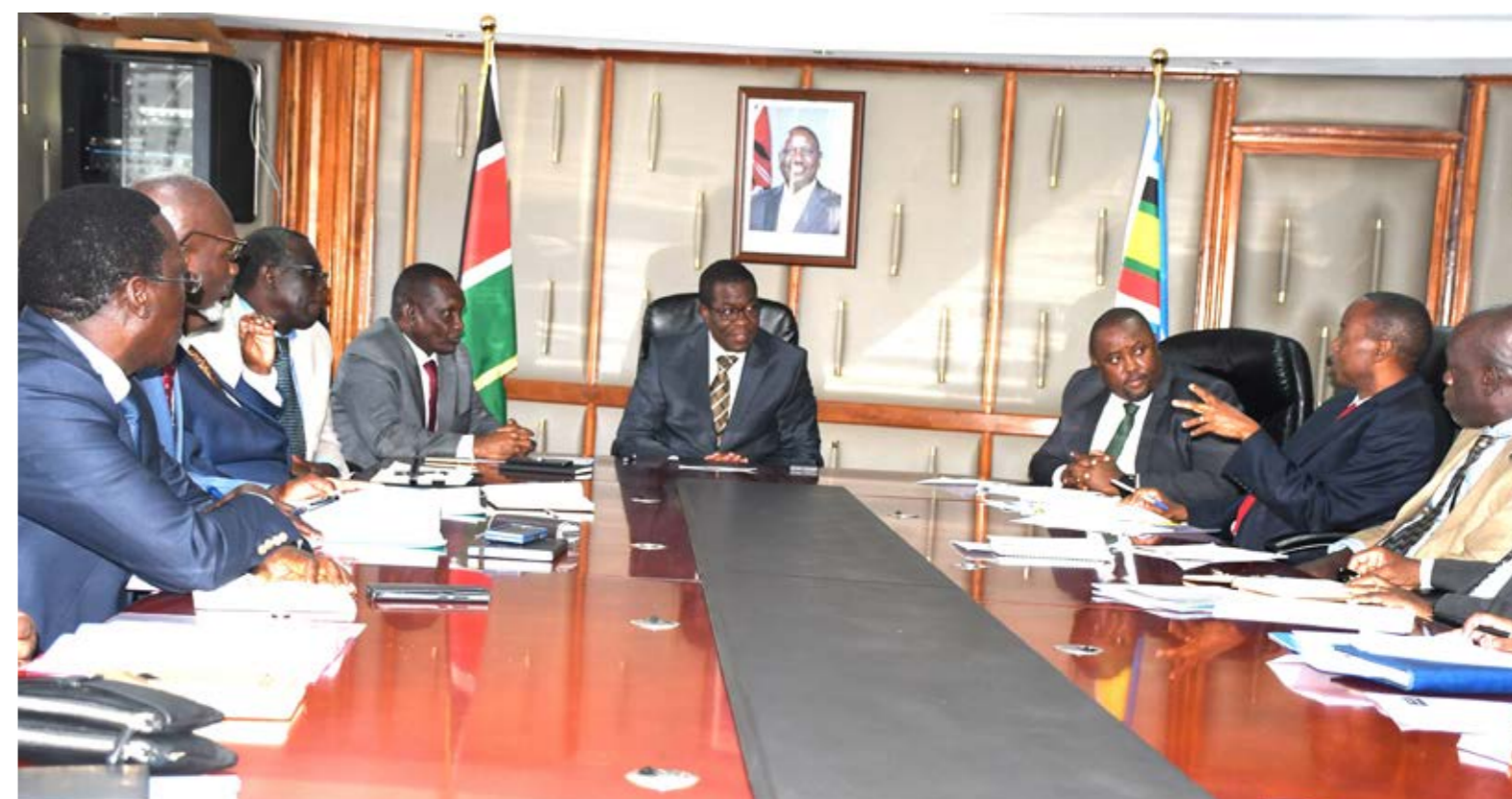
3. A portion of the SWF investments is allocated towards education and skills development initiatives. This supports Vision 2030's goal of nurturing a skilled workforce capable of driving innovation and productivity across sectors.

4. The SWF significantly impacts poverty reduction through targeted investments in social programs and poverty alleviation

initiatives. By funding projects aimed at improving healthcare, education, and housing, the SWF contributes to enhancing living standards and reducing income disparities. Increased access to essential services and economic opportunities helps lift communities out of poverty and promotes inclusive growth.

5. By adhering to international best practices in SWF governance and transparency, Kenya enhances its credibility as a favourable investment destination. This fosters partnerships with global investors and institutions, stimulating economic activities that further propel Vision 2030's goals forward.

President Uhuru Kenyatta highlighted the significance of the fund stating: "The Sovereign Wealth Fund represents a crucial milestone in our journey towards economic stability and prosperity. It embodies our commitment to ensuring that the wealth from our natural resources is used wisely to benefit all Kenyans, both now and in the future."



All ears: The Cabinet Secretary for Energy and Petroleum Opiyo Wandayi (at the head of the table), listens as a ministry official puts across his point of view at a high-powered meeting.



Powering Kenya's Growth for a Century

The company remains true to its vision of being the energy solutions provider of choice and mission of powering people for better lives.



The Kenya Power and Lighting Company PLC (Kenya Power) is a state owned enterprise responsible for the transmission, distribution and retail of electricity throughout Kenya. With a current customer base of over 9.2 million, and an electricity access rate of over 75 per cent, over 7,000 kms of dark fibre, the company has played a crucial role in powering post and pre-independent Kenya's economic growth, industrialisation and social development.

History and Growth

The origin of Kenya Power can be traced back to 1922 when the Nairobi Power and Lighting Syndicate, and the Mombasa Electric Power, merged to form the East African Power and Lighting Company (EAP&L). Initially, the company served Kenya, Uganda and Tanzania focusing on urban areas. In 1983, the name was changed to the Kenya Power and Lighting Company to reflect its mandate and focus on Kenya.

Kenya Power has remained true to its vision of being the energy solutions provider of choice for business and individuals. In addition, the company has expanded its distribution network to accommodate new residential shops, malls, estates and commercial centres, hence driving urban growth. The company achieves this by empowering its customers to achieve more and reach their full potential.

Kenya Power provides world-class products and services that delight its customers and it transforms lives by ensuring viability of its business. This is in line with its mission of powering people for better lives by innovatively securing business sustainability.

The company has remained true to its core values because they serve as the foundation for our operations and guide our interactions with customers, employees and the community. Our core values include:

- We put our customers first because they always matter most.

- We work together as one team to achieve our goals.
- We are passionate about powering the nation.
- We believe in integrity and delivering on our promises.
- We strive for excellence in all that we do.
- We are accountable to our customers and stakeholders.

Services

Kenya Power ensures the distribution of electricity generated by power companies to homes, businesses, industries and institutions across Kenya. As the sole electricity retailer in Kenya, the organisation manages customer accounts, billing and payments. Reliable power supply is crucial for industrial activities and growth. Kenya Power has been supporting the growth of manufacturing, agriculture and other sectors of the economy by providing electricity to industrial and agro-processing units.

Achievements of Kenya Power

The customer base stood at 9,212,754 by the end of June in 2023. These new connections were realised through company-driven electrification programmes complemented by contributions from the Last Mile Connectivity Project (LMCP), connectivity programmes spearheaded by the Rural Electrification and Renewable Energy Corporation (REREC) and Government-funded schemes.

Through the Last Mile Connectivity Project launched in 2015, Kenya Power has been able to provide affordable connections, especially in rural areas. This has enhanced the national electrification rate and ensured universal access to electricity. Kenya Power now operates over 84,000 kilometres of transmission and distribution lines across the country.

This ensures that even remote areas are

connected to the national grid. Kenya Power has also laid modernised infrastructure and installed higher capacity lines and substations where high voltage is stepped down to accommodate growing demand.

A total of 13,161 distribution transformers have been maximised under the Last Mile Connectivity Project. Transformers have also been upgraded to improve voltage stability, reduce power losses and ensure reliable service to customers.

Enhancement of customer experience at every touchpoint is imperative in today's business. Each customer presents an opportunity to foster positive interactions, build trust and strengthen brand loyalty.

Our customers' touchpoints include self-service mobile applications such as MyPower App and the USSD code *977#, customer care hotline number 97771, website, social media platforms, banking halls and outdoor customer engagement forums. All of these avenues work in sync to ensure customers receive the services they require.

Kenya Power has also invested in consumer education, especially in regard to energy efficiency, payment methods and the dangers of illegal electricity connections. This has led to a reduction in power outages caused by illegal connections and poor maintenance of home wiring.

The insight also improves customer safety by reducing the risk of electric shocks. This has resulted in enhanced customer relations, strong trust and goodwill. Informed customers feel more engaged and valued.

The company has also rolled out automated meters to large power and SME customers. This has resulted in automated billing by transmitting consumption data directly to the Company, minimising manual reading and reducing errors. The meters also allow customers to manage their energy consumption better because they have access to data.



Power and light: They ensure power is supplied to light homes, schools and institutions and to run industries.

Corporate Social Responsibility

Over the years, Kenya Power has anchored its Corporate Social Investment (CSI) programmes on education, environmental conservation and social impact programmes such as sports, health and community welfare.

The company's CSI policy enacted in 2007, dedicates 1 per cent of the firm's after tax profits to initiatives that support environmental and social-economic programmes among communities. This is done through the Kenya Power Foundation.

Renewable Energy Investments

Environmental and energy conservation remain core to the company's business. As Kenya's main electricity retailer, Kenya Power is proud of its commitment to offtake much of Kenya's power from clean energy sources such as geothermal, hydro, wind, and solar. Clean energy accounts for over 92 per cent of the total power generated in Kenya.

Indeed, the company has adopted electric motorisation (e-mobility) and has so far set up two charging stations for free use by the public. It has purchased five e-vehicles in its drive to convert its fleet of over 2,000 to EVs.

Investing in e-cooking is another way by which the company supports sustainability. Kenya Power has set up demonstration kitchens to train members of the public on how to use electricity for cooking. E-cooking is not only affordable and efficient, but also environmentally friendly.

Future Prospects

Kenya Power continues to align itself with the evolving business environment. It has, therefore, adopted a new Strategic Plan that is focused on driving value creation levers while redefining its operational business model.

Kenya Power is committed to transforming itself into a 21st century smart company. It continues to

harness the power of technology and innovation to enhance efficiency and elevate its service standards. To this end, the company has embarked on a comprehensive strategy aimed at bolstering operational efficiency, thereby elevating the quality and reliability of power supply.

The company will also focus on creating a productive and engaged workforce built on shared values of performance, accountability and collaboration. This will entail a review of the organisational design to align it to the new strategy while engaging staff through talent management mechanisms, change management programmes, and diversity and inclusion initiatives.

As part of its commitment to improving network efficiency and financial performance, the company has set a target of reducing system losses. This approach reflects commitment to delivering quality service, enhancing reliability and achieving sustainable growth for the benefit of all stakeholders.



Nuclear Power and Energy Agency

The agency is tasked with promoting and implementing Kenya's Nuclear Power Programme as well as research and development.



The Nuclear Power and Energy Agency (NuPEA) is a state corporation under the State Department for Energy (SDE) in the Ministry of Energy and Petroleum (MoE&P) that was established under the Energy Act 2019. It is charged with the responsibility of promoting and implementing Kenya's Nuclear Power Programme, carrying out research and development, and capacity building in the energy sector.

Mandate

The mandate of the agency as stipulated in section 56(1) of the Energy Act 2019 is as follows:

- Be the nuclear energy programme implementing organisation and

promote the development of nuclear electricity generation in Kenya.

- Carry out research, development and dissemination activities in the energy and petroleum sectors in Kenya.

Vision

Sustainable, affordable and clean energy solutions.

Mission

To develop nuclear power, undertake research and capacity building in the energy and petroleum sector for socio-

economic prosperity.

Core Values

- Safety Culture
- Teamwork
- Agile
- Integrity
- Excellence

Progress Of Kenya Nuclear Power Development

The Kenya Vision 2030 has identified energy as a key enabler for its realisation. The Least Cost Power Development Plan (LCPDP) and the Energy Bill 2016 have also recognised the need for inclusion of nuclear energy in Kenya's energy mix. Nuclear Power and Energy Agency (NuPEA) is following the three phased

International Atomic Energy Agency guideline.

The agency, with assistance from the IAEA, has done extensive work in the implementation of the nuclear power programme in Kenya.

The various activities undertaken include: pre-feasibility study; human resource development, electric grid study, strategic environmental assessment; regulatory framework development and public engagement.

Launch of the Strategic Plan 2023-2027

This five-year Strategic Plan (2023-2027) has been developed to:

- Streamline the execution of NuPEA's mandate as outlined in the Energy Act, 2019 and other relevant legal and policy instruments;
- Provide strategic direction for the implementation of the Agency's activities for the period 2023-2027;
- Align the strategic direction of the Agency with the relevant national, regional and global development agenda(s).

The formulation and development of the plan underwent an extensive consultative process through engagement of various key stakeholders including the National Treasury, Ministry of Energy and Petroleum (MoEP), Energy sector Semi-Autonomous Government Agencies (SAGAs), Development Partners, Private Sector entities and the Public.

The goals and initiatives in this plan will guide the agency for the next five years in cognizance of the country's development priorities as outlined in the Bottom-up Economic Transformation Agenda (BETA), Vision 2030, the Fourth Medium-Term Plan (MTP IV) and other regional and global development blueprints.

The agency recognises the critical role of energy in the implementation of Kenya's development agenda. This plan is built on major foundations attained from the implementation of the previous plan. It communicates NuPEA's vision, mission, and strategies put forth to achieve its mandate.

The plan has identified six Key Result Areas from six strategic issues that the agency exists to address. These include:

- Nuclear Infrastructure Development;
- Stakeholder Engagement and Advocacy;
- Energy Research and Innovation;
- Energy Capacity Development;
- Research Reactor Programme; and,
- Institutional Sustainability.

Nuclear Research Reactor Project

The Nuclear Power and Energy Agency (NuPEA) is coordinating the implementation of the Kenya Nuclear Research Reactor (KNRR) project, guided by the International Atomic Energy Agency (IAEA) Milestone Approach. The Milestone Approach represents a sequential three-phase development of 19 infrastructure issues.

The completion of work at each phase marks a milestone and forms the basis of evaluation and decision-making on progression to the next phase.

Research reactors are nuclear facilities that serve primarily as a neutron source for various applications in education and training, research, health, agriculture, and industry.

Research reactors offer a diverse range of applications, such as education and training in all nuclear technology areas, neutron beam research for material studies and non-destructive examination, neutron activation analysis to measure minute quantities of an element, radioisotope production for medical and

industrial use, neutron irradiation for materials testing for fission and fusion reactors, neutron transmutation doping of silicon, among others.

Therefore, the implementation of the KNRR project will play a key role in the realisation of Kenya's development agenda.

To comprehensively evaluate the progress and status of a research reactor project, an Integrated Nuclear Infrastructure Review for Research Reactors (INIR-RR) mission is recommended.

An INIR-RR mission is a holistic IAEA coordinated peer review mission, conducted by a team of international experts specialised in research reactor infrastructure areas.

It is designed to assist countries in determining the status of its national nuclear infrastructure and to identify further development needs to support a research reactor project in line with international standards and best practices.

In this regard, Kenya hosted an INIR-RR mission in 2024. The output of the INIR RR mission is the production of a report capturing identified good practices, recommendations, and suggestions on the development of the KNRR project infrastructure issues in Kenya.

NuPEA, in collaboration with stakeholder institutions, will thereafter develop an Integrated Action Plan (IAP) to address recommendations and suggestions in the mission report.

This event underscores Kenya's unwavering commitment to transparency and cooperation in advancing nuclear technology for peaceful purposes.

The insights gained from this review will propel the country toward achieving its goals of harnessing the potential of nuclear energy safely and responsibly.



Nuclear we go: Principal Secretary Alex Wachira (third from left, front row) leads Ministry of Energy and NuPEA executives in launching the agency's strategic plan.



KETRACO Advances Power Infrastructure

The agency has constructed 4,863 kilometres of high voltage transmission lines and 42 substations in 10 years to advance Kenya's energy network.



Unveiled: President William Ruto is unrelenting in spearheading projects aimed at ensuring more Kenyans have access to power.

KETRACO was incorporated in December 2008 under the Company's Act Cap 486 as a state corporation wholly owned by the Government of Kenya.

The company is mandated to plan, design, build, own, operate, and maintain high-voltage transmission lines (132kV and above) and regional power interconnectors in line with Kenya Vision 2030. Its key objectives include power evacuation, enhancing system reliability, and connecting previously underserved areas.

Since its inception, KETRACO has made significant strides in advancing Kenya's

energy infrastructure and contributing to socio-economic development. A major achievement is the expansion of the national grid.

Over the past 10 years, the company has constructed 4,863 kilometres of high-voltage transmission lines and 42 associated substations with a total transformation capacity of 2,179MVA. These lines — ranging from 132kV to 500kV—have enhanced electricity reliability and expanded the grid's reach across the country.

The 500kV Eastern Electricity Highway Project (EEHP), a High Voltage Direct

Current (HVDC) line spanning 1,282 kilometres remains the most significant landmark project within our project portfolio. This line allows Kenya to import affordable electricity from Ethiopia, boosting regional power trade and diversifying energy sources.

KETRACO has also completed the construction of the 400kV Kenya-Tanzania interconnection project, which will facilitate power exchange between Ethiopia, Kenya, Tanzania, and the Southern Africa Power Pool, further strengthening regional integration and energy security.

Kenya aims to generate 100 per cent of its electricity from clean energy by 2030, with renewable energy already accounting for about 90 per cent of the national grid.

KETRACO has played a key role in integrating renewable energy sources like geothermal, wind, and solar. Notably, the 400kV Suswa-Isinya transmission line evacuates power from Africa's largest wind farm, and the 500kV HVDC line from the Grand Ethiopian Renaissance Dam hydro power plant supports Kenya's clean energy ambitions. Additionally, in 2014, KETRACO was licensed as a

second-tier Network Facilities Provider for fiber optic communication, marking another significant milestone. Optical fiber cabling forms an integral part of KETRACO's transmission line.

The fibre optic cable is strung between the tops of all new high-voltage transmission towers combining the functions of grounding and communications. KETRACO Fibre optic cables are based on Optical Pilot Ground Wire (OPGW), with 48 optical fibres or cores. The fibre optic cable allows voice communications between power dispatchers and line

maintenance crews and provides instantaneous commands that control the power system operations.

KETRACO retains a few of the fibres for this purpose while the remaining dark fibres are available for lease by Telecom Service Providers.

Benefits include facilitation of the e-learning, e-Health, internet banking and online jobs which are essential for service delivery in tandem with the government's Bottom-Up Economic Transformation Agenda (BETA).



The Athi River Substation.



Expanding Electricity Access

The government has taken electricity to schools, homes, businesses and health centres across Kenya, which has helped improve the quality of life of citizens.

In 2015, Kenya reached a pivotal milestone in its economic and social development journey by achieving 75 per cent electricity access, a significant leap from just 23 per cent in 2000.

This remarkable progress was driven by the government's commitment to expanding energy access through

initiatives such as rural electrification and the Last Mile Connectivity Project. This expansion has not only transformed the lives of millions of Kenyans but also plays a crucial role in the realisation of Vision 2030.

The expansion of energy access has been particularly impactful in rural

areas. Through the Rural Electrification Programme and the Last Mile Connectivity Project, the government has taken electricity to schools, homes, businesses and health centres across the country, significantly improving the quality of life for millions of people.

The Last Mile Connectivity Project, launched in 2015, extended the national grid to under-served areas and has made electricity affordable for low-income households.

By subsidising connection costs and working with local communities, the project has connected hundreds of thousands of households to the grid, ensuring more Kenyans have access to reliable and affordable electricity.

By increasing electricity access, Kenya is laying the foundation for industrialisation, job creation, and improved living standards, all of which are central to achieving Vision 2030 goals. Electricity access is essential for the development of manufacturing, agriculture, education, and healthcare.

For instance, reliable power supply is critical for the operation of factories and businesses, which in turn creates jobs and boosts economic growth. In agriculture, electricity enables the use of modern irrigation systems, cold storage facilities, and processing plants, thereby increasing productivity and reducing post-harvest losses.

In the education sector, the availability of electricity has transformed schools, allowing for extended study hours, improved learning environments, and the integration of technology in classrooms.

Similarly, healthcare facilities now have the power needed to operate medical equipment, store vaccines, and provide essential services, all of which contribute to better health outcomes for Kenyans.

The expansion of energy access has had a profound impact on Kenya's economic growth. With more households and businesses connected to the grid, there



Power the nation: The central construction team implements strategic infrastructural projects to strengthen and expand the grid.



And there was light: Lighting up the capital and its gem, the Nairobi Expressway.

has been a surge in economic activities, particularly in rural areas. Small and medium-sized enterprises (SMEs), which are the backbone of Kenya's economy, have benefited immensely from access to electricity.

From agribusinesses to manufacturing and retail, electricity has enabled SMEs to expand their operations, increase productivity, and create jobs.

Moreover, the growth of Kenya's energy sector has attracted significant investment, both from the government and the private sector. The development of renewable energy sources, such as geothermal, wind, and solar power, has positioned Kenya as a leader in green energy in Africa.

These investments not only contribute to energy security but also support sustainable development, which is a key pillar of Vision 2030.

The availability of electricity has also facilitated the growth of digital infrastructure, enabling more Kenyans to access information and communication technologies. This has opened up new avenues for education, business, and innovation, contributing to the country's overall development.



Rural electrification: The programme takes power to the people.



Leading Africa's Energy Landscape

Supported by international donors and private investors, the government launched key projects to exploit Kenya's renewable energy potential.

In the 2010s, Kenya embarked on an ambitious journey to enhance its energy security and sustainability through significant investments in green energy. It focussed on the development of geothermal energy and other renewable sources, positioning Kenya as a leader in Africa's renewable energy landscape.

The accent remains on the diversification of the energy mix, reduction of dependency on fossil fuels, and mitigating the impacts of climate change. The enactment of the Energy Act in 2006 laid the groundwork for renewable energy development. This legislation provided the regulatory framework needed to attract investment and promote sustainable energy practices.

The Vision 2030 development blueprint identified energy as a critical enabler of economic growth, emphasizing the need to harness renewable energy sources. The Kenyan government, with support from international donors and private investors, launched several key projects to exploit the country's vast renewable energy potential.

Major investments include, but are not limited, to:

1. Olkaria Geothermal Complex

One of the most significant investments in Kenya's green energy sector is the Olkaria Geothermal Complex. Located in the Rift Valley, this complex is the largest geothermal power plant in Africa.

The development of Olkaria began in the 1980s, but substantial expansion occurred in the 2010s.

- Olkaria I: The first unit began operation in 1981, but the real expansion happened with the addition of new units in the 2010s. The Olkaria I Units 4 and 5, each with a capacity of 140 MW, were commissioned in 2014.

- Olkaria IV: This unit, with a capacity of 140 MW, was commissioned in 2014.
- Olkaria V: Commissioned in 2019, it added another 158 MW to Kenya's grid.

2. The total capacity of the Olkaria Geothermal Complex now exceeds 700 MW, significantly boosting Kenya's renewable energy portfolio.

3. **Menengai Geothermal Project:** Located near Nakuru, this project is part of the larger Geothermal Development Company (GDC) efforts to tap into the geothermal potential of the region.

- **Menengai Phase I:** This phase aims to generate 105 MW of electricity, with several independent power producers (IPPs) involved in the project. The first phase is expected to be completed by 2024.

4. **Lake Turkana Wind Power Project:** Located in northern

Kenya, it is Africa's largest wind farm. It began operations in 2019 and has a capacity of 310 MW. This project harnesses the strong, consistent winds in the Turkana region, providing a significant boost to Kenya's renewable energy capacity.

5. **Solar Energy Projects:** Kenya has also made strides in solar energy development. Notable projects include the Garissa Solar Power Plant, which is the largest grid-connected solar power plant in East and Central Africa.

- **Garissa Solar Power Plant:** Commissioned in 2018, this plant has a capacity of 54.6 MW and supplies clean energy to the national grid.

Kenya's investments in renewable energy have significantly enhanced its energy security and sustainability.

The country's renewable energy capacity now accounts for over 70 per cent of its total installed capacity, making it one of the leading nations in renewable energy adoption globally.



Geothermal energy alone contributes more than 40 per cent of the total electricity generated, reducing reliance on hydro-power, which is vulnerable to climate variability.

Kenya ranks among the top countries in the world for geothermal energy production. As of 2020, Kenya was the seventh-largest producer of geothermal energy globally, and the largest in Africa.

The country's commitment to renewable energy has not only positioned it as a leader on the continent but also garnered international recognition for its innovative and sustainable energy practices.



Well Head Geothermal plant in Olkaria.



CHAPTER 8

Infrastructure and Communications





Skyward Primed to Soar

The airline has a carefully planned path to regional dominance in its flight to a continental presence.

With the biggest hangar at Nairobi's Wilson Airport, and the tidiest and most spacious and most tastefully designed ultra-modern terminal, Skyward Express, only in its eleventh year of operation, has become a regional airline in its carefully planned path to a continental presence.

Captain Mohammed Abdi, the chairman of Skyward Express, is quietly confident. A former air force pilot and aircraft controller, who has been involved in civil aviation variously as a pilot, company director and proprietor since 2009, wants only the loftiest perch for Skyward Express.

Now also flying out of the Jomo Kenyatta International Airport (JKIA) on a daily basis, Skyward Express has scheduled flights to all regions of Kenya, and appears determined to take on established rivals, including the national carrier, Kenya Airways, in its quest for local dominance.

With 15 years experience in flying aircraft from Wilson Airport, running an airline first as a director, and then as an owner of one and overseeing its operations, designing strategy and growth, Abdi boasts immense experience in civil aviation and Kenya's airline industry as a whole.

Indeed, before his airline began flying out of JKIA, Abdi had been painstakingly building Skyward Express into a household name, acquiring and leasing new aircraft, expanding its routes and developing a culture of reliability, consistency, efficiency and satisfaction of the customer. The airline counts commitment to affordability, exceptional customer service, a diverse clientele, that includes business travellers, tourists - both visiting and local - among its strengths. It also prides itself on making air travel accessible and convenient, and enhancing regional connectivity.

However, according to Abdi, who is addressed as Captain by staff, rivals and friends alike, a key priority for Skyward Express is keeping crew and passengers safe while flying. "In everything we do, on the ground and in the air, and in training

too, safety is our priority. There can be no two ways about it," he says.

Skyward Express was therefore a well-known brand when it opened operations at JKIA. It is a move that was bound to happen at some point because Wilson Airport closes down at 10.00 pm, but with Skyward Express serving more and more routes it was becoming a 24-hour operation.

Secondly, as the airline has grown so also has the demand for its passenger services which necessitated purchase of bigger aircraft, such as the Fokker 70/100, which cannot land at Wilson Airport. Skyward Express has pursued a growth strategy which is based on meeting demand.

This is especially so because apart from scheduled passenger flights to Mombasa, Malindi, Lamu, Ukunda, Lodwar, Eldoret, Kitale, Kakamega and Migori, Skyward Express operates cargo aircraft, charter services, and has established partnerships with counterparts in Somalia and Sudan. By flying to Kenya's leading cities and towns such as Mombasa, Eldoret and Kisumu and then branching off into the country's remote areas too, the airline serves to link the cities to other parts of the country and vice versa, and taking people, goods and services all over the country. It not by default that Skyward Express' promotional material speaks thus of the coastal town of Lamu to which it operates daily flights:

"Renowned for its many festivals, architecture, long sandy beaches, rolling sand dunes, turquoise seas, bounteous marine life, sea food, lush mangrove forests and river estuaries, Lamu remains a site to behold and has been dubbed "Island of Festivals". Donkeys still remain the main mode of transportation and the inhabitants still follow age old trades of dhow building and sailing. Skyward Express offers cheap daily flights to Lamu via Mombasa and Malindi."

It is a deliberate pitch for Lamu as a tourist destination because Skyward Express is a patriotic business and Abdi

& Co know that when tourism - local and foreign - boom, the more people there will be to fly to Kenya's fabled Coast and the more Kenya's economy will grow.

Hence this conclusion: "Tourist attractions include: Lamu Old Town, Lamu Fort, Mnarani Mosque, Riyadha Mosque and the Donkey Sanctuary. Lamu is also famous for snorkelling, beach picnics, water sports such as wind surfing and sunset sails through the mangroves."

The airline's promotional material informs highlights the uniqueness and attraction of each town and city it flies to. The bull fights of Kakamega, now known throughout Kenya, and the towering basil that appears to shed tears (the so-called Crying Stone), feature in the documents as does the diverse demographic make up of Homa Bay County, home to Migori Airstrip.

From a one plane operation in 2013 and now licensed to operate in the region, Captain Abdi and Skyward Express are on course to take on Africa.

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Emergency: +254 740 410 700
Email: reservations@skywardexpress.co.ke
P. O. Box 26314 - 000100,
Nairobi, Kenya



Welcome: Take a seat and enjoy our lounge.



Ready to board: One of our aircrafts.



Dandora Youth Take Off

Taken under the wing of Skyward, the footballing youth of Dandora are eager to hone their skills and make a name for themselves.



In a vibrant corner of Nairobi, where the passion for football pulses through every street, Dandora Youth Football Club (DYFC) has emerged as a beacon of hope and community. Established in August 2003, DYFC has provided young people in Dandora, Embakasi North Constituency, with a safe space to explore their talents, build resilience, and dream big.

But in recent years, it's not just football that has enabled DYFC to thrive. A transformative partnership with Skyward Express, a rapidly growing Kenyan airline, has breathed new life into the club, not only financially but also through educational and vocational programmes that equip young players for success on and off the field.

Skyward Express, known for its expanding flight routes across Kenya, has taken a grounded approach to corporate social responsibility by reaching out to communities like Dandora. By sponsoring DYFC, Skyward is actively investing in the future of Kenyan youth, demonstrating a powerful alignment between sports and social empowerment.

A Multi-faceted Approach

Skyward Express's financial backing has made a significant impact, with a sponsorship amounting to KSh2.4 million, supplemented by KSh 492,000 from Kenya Railways.

This funding has helped DYFC cover essential expenses, providing players with resources that were once out of reach and lightening the financial load associated with transport, training, and match preparations.

The Skyward Express Youth Empowerment Programme is a multi-faceted initiative that extends beyond the football field. It introduces mentorship, education, vocational training, and community service, reinforcing the idea that footballers can be both athletes and well-rounded individuals prepared for diverse careers.

Here's a closer look at the programme's key pillars:

1. Career Days and Mentorship

The programme starts with regular career days, where employees from Skyward Express visit schools and community centres in Dandora to speak with young people about their career paths and life experiences. By sharing their stories, Skyward staff bring visibility to the aviation industry and related fields, which often seem out of reach for youth in under-served areas like Dandora.

Players and other young community members learn that a range of possibilities exists, including roles in piloting, aircraft engineering, customer service, and management.

This component of the programme has been instrumental in fostering a growth mindset among the players and community youth. Seeing successful professionals from various sectors opens minds to new aspirations and paths, encouraging them to consider their own futures beyond football.

2. Vocational Training and Internships

In addition to career days, Skyward Express has launched a vocational training segment aimed at equipping DYFC players and other youth with practical skills in hospitality, customer service, and technical fields.

The programme includes internships at Skyward Express, giving participants hands-on experience in a professional setting. Graduates of the training are offered entry-level roles within Skyward Express, providing them with employment opportunities that may otherwise have been inaccessible.

This training is particularly valuable for DYFC players whose careers in football may be cut short due to injuries, limited professional opportunities, or personal choices.

By building skills that are applicable across industries, the programme provides these



Youth Empowerment: Dandora Youth Football Club (DYFC)

young athletes with a safety net, ensuring that their futures remain bright, even if their football dreams evolve.

3. Sports and Education Integration

Education is at the heart of DYFC's mission, and Skyward Express has reinforced this by providing educational materials alongside football kits.

Through this initiative, Skyward underscores the importance of balancing academic pursuits with athletic dedication, creating a well-rounded approach to youth development.

Skyward has also taken on the role of sponsoring local football tournaments and awarding scholarships to stand-out players who demonstrate both athletic ability and academic commitment.

This blend of sports and education helps dismantle the misconception that success in one arena comes at the expense of the other. With access to both, DYFC players

are encouraged to excel in all aspects of their lives, fostering a generation of athletes who can lead both on and off the field.

4. Community Ambassadorship

Skyward Express has gone a step further by appointing select DYFC players and local leaders as community ambassadors. These ambassadors represent the airline's commitment to corporate social responsibility by participating in community projects, visiting schools, and promoting educational and sports programmes.

This initiative serves as a bridge between Skyward Express and the Dandora community, building a foundation of trust and mutual respect that extends beyond financial sponsorship.

As community ambassadors, DYFC players are given a platform to inspire younger children in Dandora, embodying values like teamwork, resilience, and commitment. This role also instils



leadership skills, as ambassadors learn to manage projects, speak publicly, and connect with their community on a deeper level.

The Impact: Beyond the Field

The impact of Skyward Express's involvement with DYFC is profound. Beyond just supporting the club's operational costs, the airline has brought a holistic approach to youth empowerment in Dandora.

By providing financial resources, mentorship, training, and educational support, Skyward Express is transforming DYFC into a model for what community-based sports clubs can achieve with the right backing.

In a community often marginalized by economic hardships, Skyward's commitment to DYFC has given young athletes and their families a renewed sense of hope. They now see DYFC as not only a place to hone football skills but

as a gateway to broader opportunities and personal growth.

With Skyward Express standing by DYFC, the club's players are motivated to reach for new heights, not just on the pitch but in every sphere of their lives. Looking Ahead

As DYFC and Skyward Express continue this impactful partnership, the focus will be on scaling these initiatives, perhaps inspiring other corporations to invest in community programmes that go beyond financial support.

Together, DYFC and Skyward Express have crafted a powerful narrative of resilience, community upliftment, and ambition.

With Skyward's continued involvement, DYFC is poised to grow not only as a football club but as a pillar of community transformation, inspiring other regions to replicate its success and uplifting countless lives in the process.



Explosion of Infrastructure Development

The 2010s saw an unprecedented explosion of infrastructure development. It was planned and anchored in Vision 2030, the blueprint for Kenya's transition to industrialization.

In the 2010s Kenya witnessed an unprecedented boom in infrastructure development. This period saw the expansion of road networks, ports, and airports, significantly enhancing connectivity and supporting the country's economic growth.

The strategic infrastructure projects undertaken during this decade were driven by a vision to modernise Kenya's transport and logistics framework, making it a regional hub for trade and investment.

The infrastructure boom in Kenya was anchored in the Vision 2030 development blueprint, launched in 2008 under President Mwai Kibaki. Vision 2030 aims to transform Kenya into a newly

industrialising, middle-income country by 2030, with a high quality of life for all its citizens.

A key pillar of this vision was the improvement of infrastructure to facilitate economic growth and regional integration. The subsequent administration of President Uhuru Kenyatta, beginning in 2013, accelerated these efforts.

Signature Projects and Key Figures

- 1. Standard Gauge Railway (SGR):** The flagship project of Kenya's infrastructure boom was the Standard Gauge Railway (SGR). Launched in 2017, the SGR connects the port city of Mombasa

to the capital, Nairobi, covering a distance of 485 kilometres. Built at a cost of \$3.6 billion, SGR has significantly reduced travel time between Mombasa and Nairobi from 12 hours to about 4.5 hours, boosting trade and passenger movement

- 2. Lamu Port-South Sudan-Ethiopia Transport Corridor (LAPSSET):** This \$24 billion mega project provides a second transport corridor for Kenya, linking the new Lamu Port to South Sudan and Ethiopia and serves to stimulate economic activities in Kenya's northern and coastal regions.



Engineering marvel: A locomotive tests a section of the newly constructed Standard Gauge Railway at Tsavo.



Dual carriageway: Constructed between 2009 and 2012 and dubbed the Thika Super Highway, the road marked the start of an explosion of infrastructure development.

- 3. Expansion of Airports:** The expansion and modernisation of airports were critical components of Kenya's infrastructure strategy. Jomo Kenyatta International Airport (JKIA) in Nairobi underwent significant upgrades, including the construction of Terminal 1A to handle increased passenger traffic. The Greenfield Terminal project, although later suspended, was initially part of the grand plan to make JKIA a premier aviation hub in Africa. Kisumu International Airport and Moi International Airport in Mombasa also saw significant upgrades. The enhanced airport infrastructure has bolstered Kenya's position as a regional aviation hub, promoting tourism and business travel.

the Roads 2000 Programme improved connectivity and accessibility across the country. Key projects included the Nairobi-Thika Superhighway, a \$360 million project that significantly eased traffic congestion and spurred economic activities along the corridor. Other notable road projects include Southern Bypass, Eastern Bypass, and the Isiolo-Moyale Highway, which is part of the Great North Road linking Kenya to Ethiopia.

Economic Impact

The infrastructure development boom impacted Kenya's economy profoundly. The improved transport infrastructure reduced the cost of doing business, and attracted foreign direct investment. The SGR, for instance, has enhanced the efficiency of the Mombasa Port, leading

to increased cargo throughput and boosting Kenya's position as a regional trade hub.

The road network expansion has improved connectivity between urban and rural areas, promoting agricultural productivity and access to markets.

The LAPSSET corridor is expected to open up previously marginalized regions, fostering economic development and creating job opportunities.

The enhanced airport infrastructure has positioned Kenya as a key aviation hub, increasing tourist arrivals and promoting business travel.

The economic benefits of these infrastructure projects have been significant, contributing to GDP growth and improving the overall business environment.



SGR Fronts Chinese Investments

The modern railway line symbolises the growing relationship between China and Kenya.

The co-operation between Kenya and China has since 2013 transformed the economic landscape, particularly in infrastructure development. This relationship initiated during former President Uhuru Kenyatta's administration has seen an influx of Chinese investments in key projects. The most notable is the Standard Gauge Railway (SGR), which has become a symbol of the development of modern infrastructure.

The cooperation has also expanded into industrial parks and other vital areas, solidifying China's role as a key partner on Kenya's economic journey.

The SGR is the flagship project of China-Kenya economic cooperation. Officially launched in 2014, the SGR was envisioned as a modern rail network to replace the century-old metre-gauge railway. It was designed to connect the coastal city of Mombasa to Nairobi, and later extend to other key towns, enhancing transportation.

Built by the China Road and Bridge Corporation (CRBC), the SGR was completed in just three years. The first phase covering 472 kilometres from Mombasa to Nairobi was inaugurated on May 31, 2017. The project cost \$3.6 billion, with 90 per cent of the funding being a loan from the Export-Import Bank of China and 10 per cent financed by the Kenya Government.

By 2020, the SGR had transported over 4 million passengers and more than 12 million tons of cargo. It has significantly reduced the cost and time of transporting goods between Mombasa and Nairobi, with freight costs dropping by 35 per cent compared to road transport.

The SGR has also helped to develop inland container depots (ICDs) in Nairobi and Naivasha, enhancing the country's position as a regional logistics hub.

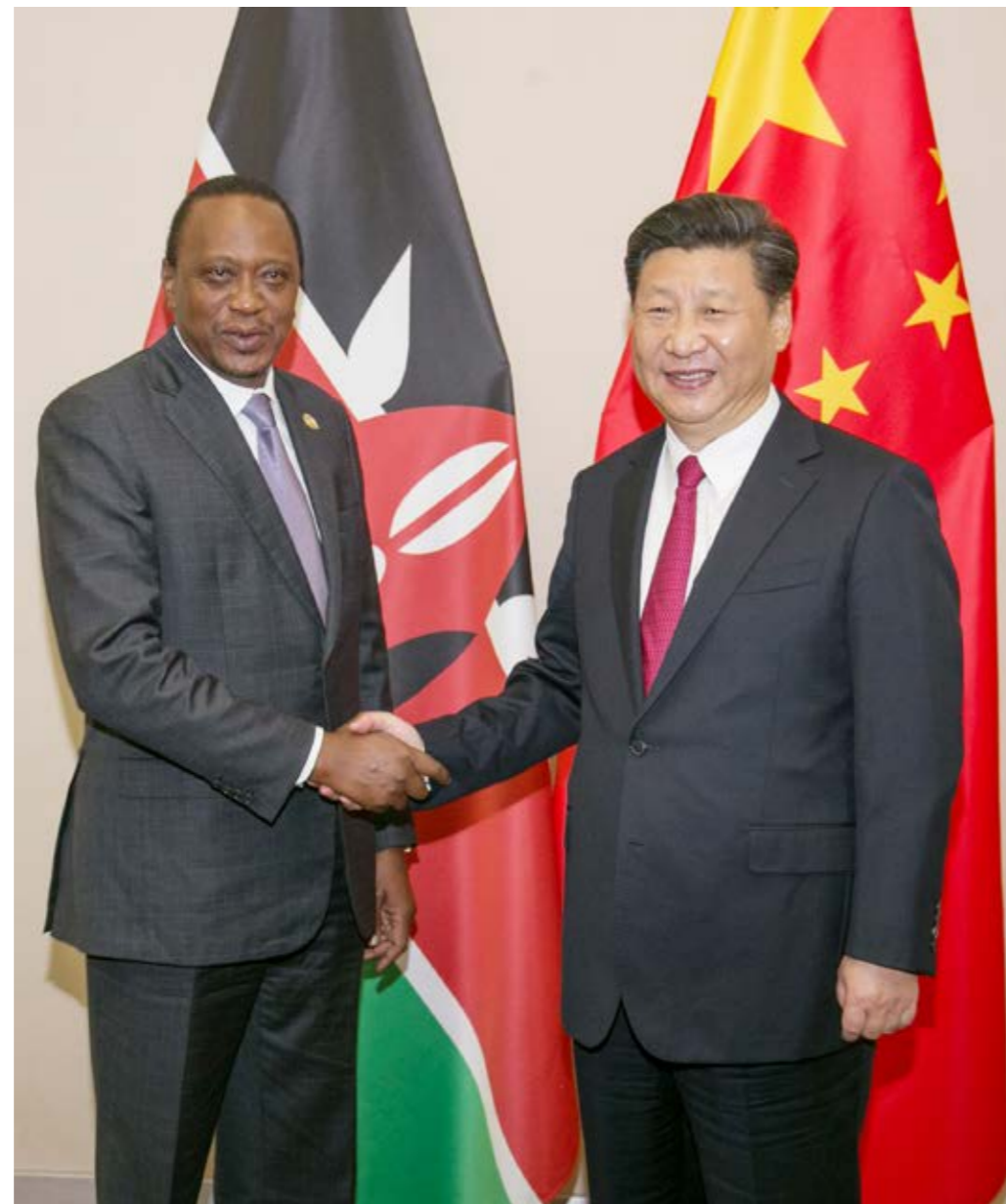
One of the most notable projects is the Kenya-China Economic and Trade Cooperation Zone established at Athi River in 2013. Covering seven square kilometres, it has attracted over 20

Chinese companies involved textiles, manufacturing of construction materials, and electronics. By 2020, it had created more than 5,000 jobs, generating \$100 million worth of annual exports.

The African Economic Zones (AEZ) Pearl River Industrial Park, at Eldoret was launched in 2017, as a major manufacturing hub. It is expected to host 100 companies and create 20,000 jobs. The first phase, which includes a textile factory, became operational in 2021.

The industrial parks are aimed at transforming Kenya into a manufacturing powerhouse.

By leveraging Chinese investment and expertise, the manufacturing sector's contribution to GDP was expected to rise from 9.2 per cent in 2016 to 15 per cent by 2022. However, challenges such as inadequate infrastructure, high energy costs, and regulatory hurdles have slowed down progress. In 2022, the manufacturing sector's contribution



Fruitful cooperation: President Uhuru Kenyatta meets Chinese President Xi Jinping at The Sandton Convention Centre in Johannesburg in South Africa.



Transfer: Kenya Railways officials offload cargo from The SGR Train to the Meter Gauge Railway Cargo train at the Naivasha Inland Container Depot in Mai Mahiu.



The SGR cargo train that was launched to take containers to Naivasha Dry Port. (Courtesy; Vision2030)

to GDP stood at 11 per cent. Chinese companies have been involved in constructing highways, ports, and energy projects.

The Lamu Port-South Sudan-Ethiopia Transport (LAPSSET) Corridor is a \$24 billion infrastructure project aimed at enhancing regional connectivity. China Communications Construction Company (CCCC) built the first three berths of the Lamu Port, a key component of

the LAPSSET project. The first became operational by 2021, with the port expected to handle over 1.2 million twenty-foot equivalent units (TEUs) annually by 2030.

Chinese companies have also been instrumental in developing renewable energy projects, particularly in geothermal and wind energy. The China National Petroleum Corporation (CNPC) played a key role in the development of the Olkaria

geothermal plants, which have added 280 megawatts to the national grid. The Lake Turkana Wind Power project, the largest in Africa added 310 megawatts to the grid.

By 2020, China had become Kenya's largest trading partner, with bilateral trade volumes reaching \$3.5 billion. Chinese investments have also contributed to job creation, technology transfer, and the modernisation of key sectors.



New port: Operations at the Port of Lamu are set to increase as Kenya and South Sudan expand trade between them.



Impact of Standard Gauge Railway

The impact on transport logistics has been profound, with the line drastically reducing transit times and costs for passengers and cargo.

In 2017, Kenya marked a monumental achievement with the launch of the Standard Gauge Railway (SGR) from Mombasa to Nairobi. This state-of-the-art infrastructure project, which stands as the country's largest and most ambitious transportation development since independence, has not only revolutionised cargo and passenger transport, but also plays a critical role in the realisation of Vision 2030.

The SGR was constructed to address the inefficiencies of Kenya's century-old metre-gauge railway and to meet growing demands of a modernising economy. Stretching over 480 kilometres,

the railway connects the coastal city of Mombasa, Kenya's main port, with Nairobi, the bustling capital and economic hub. The impact on transport logistics has been profound, with the line drastically reducing transit times and costs for both passengers and cargo.

For freight, the SGR has slashed the rail travel time between Mombasa and Nairobi from over 24 hours by road to just eight hours. This efficiency is vital for Kenya's trade, as it facilitates the swift movement of goods, including imports and exports, boosting the competitiveness of Kenyan businesses in the regional and global markets.

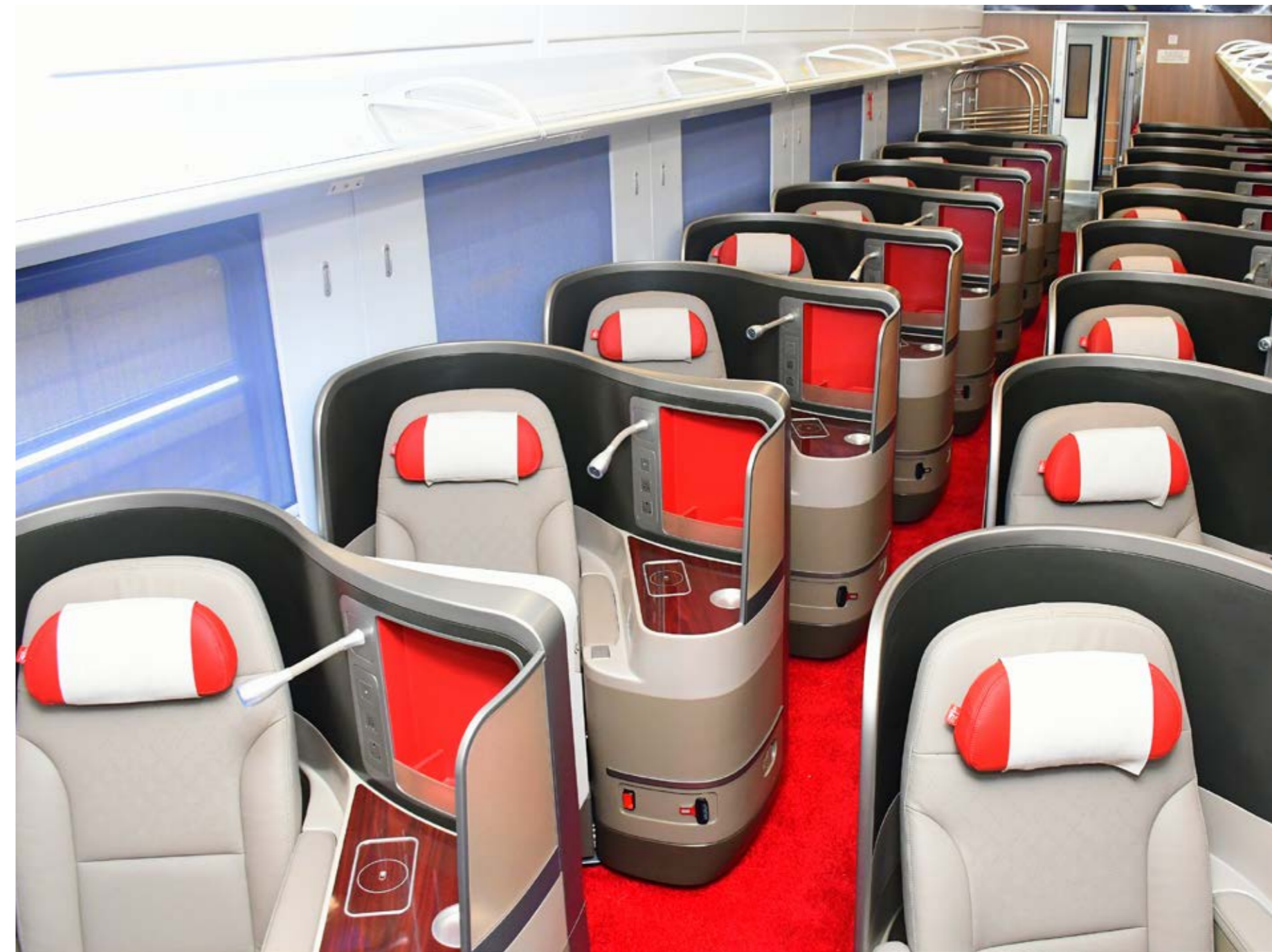
For passengers the SGR is a safe, reliable and affordable service. It has reduced travel time to four hours and introduced comforts that were hitherto unavailable.

The SGR is a cornerstone of Kenya's Vision 2030, the country's long-term development blueprint aimed at transforming Kenya into a newly industrialising, middle-income nation.

Vision 2030 identifies infrastructure development as a key pillar to drive economic growth, improve living standards and ensure sustainable development. The SGR embodies this pillar by enhancing connectivity between



Welcome aboard: The Standard Gauge Railway (SGR) Nairobi Terminus.



Bon voyage: Ministry of transport receives 20 SGR premium and economic class coach, the passenger service is between the port city of Mombasa and the capital Nairobi.

key economic centers, promoting trade, and opening up new opportunities for investment.

One of the key impacts of the SGR on Vision 2030 is its role in reducing the cost of doing business. The efficient transport of goods along the Mombasa-Nairobi corridor has significantly lowered freight costs, making Kenyan products more competitive in the region. This has enabled businesses to expand and create jobs, thus contributing to overall economic growth.

The SGR has stimulated the development of other infrastructure projects such as the establishment of industrial parks along the railway line. These are expected

to attract foreign investment and spur the growth of small and medium-sized enterprises (SMEs). These developments align with Vision 2030's goal of economic diversification, ensuring that Kenya's economy is resilient and sustainable.

Leadership and Vision

During the launch of the SGR in 2017, President Uhuru Kenyatta emphasised the transformative nature of the line, saying it was "more than just a railway; it is a new chapter in our journey towards economic prosperity. It represents our commitment to building the infrastructure necessary to achieve the goals of Vision 2030 and to transform Kenya into a modern, globally competitive nation."

James Macharia, the Cabinet Secretary for Transport, Infrastructure, Housing, and Urban Development at the time called the SGR a "game-changer for Kenya. It is a critical enabler of trade, and by reducing the time and cost of transport, it makes our country more attractive to investors.

This project is a clear demonstration of how infrastructure development is at the heart of Kenya's Vision 2030." The SGR has enhanced regional integration by improving connectivity between Kenya and its neighbours. The ongoing extension of the railway to Naivasha and beyond, with plans to eventually link to Uganda, Rwanda, and South Sudan, is set to position the country as a regional transportation hub.



25 Years of Powering Digital Change

Since the digital migration, the number of radio stations has grown from 166 to 252 while free-to-air TV stations have risen from 14 to 246 as of September 2024.



David Mugonyi, EBS
Director General, Communications Authority

Following Kenya's independence in 1963, colonial policies regarding media, radio, and telecommunications were drastically changed. Kenya has not looked back since, but the significant reforms that preceded the current profound shift in the sector, began in the late 1990s.

The first policy directive relating specifically to the deregulation of the postal and telecommunications sectors was published in 1997. The Kenya Posts and Telecommunications Corporation (KP&TC) and the Ministry of Transport and Communications developed this policy directive.

It outlined the sector's contribution to Kenya's growth, spelled out the goals of the strategy, and stated the objectives and the targets and tactics to be used. The policy also outlined the ideal market structure for liberalisation. This policy directive resulted in the enactment of the Kenya Information and

Communications Act 1998, the Postal Services Act, and the reform of the telecoms and postal sectors.

Before 1998, KP&TC was the only company offering fundamental telecommunications services. Telkom Kenya, was established in 1999 as a separate legal company from the former postal and telecommunications statutory authority.

The government also reviewed the laws governing the media to liberalise the airwaves, abrogate restrictive media laws, and harmonise the Kenya Post and Telecommunication Act and Kenya Broadcasting Acts due to the proliferation of mass media, economic demands, pressure from donors, and civil society.

Using the Kenya Communication Bill (1997) and the Postal Corporation Bill (April 1997), the government initially divided KP&TC into two companies.

However, the government established the telecoms regulator concurrently with the separation of the ministry's postal and telecommunications divisions into independent operating organisations under the Kenya Information and Communications Act of 1998. As a result, the National Communications Secretariat was established as the government's policy advisory on all issues relating to ICT.

This action also saw the dissolution of KP&TC and the advent of the Communications Commission of Kenya, Telkom Kenya Limited, and Postal Corporation of Kenya.

A cabinet document on broadcasting with the status of a sector policy statement was prepared by the Ministry of Information, Transport and Communications in 2000. The ministry then created a draft broadcasting bill and broadcasting policy in 2001, but neither document was enacted by parliament.

The preliminary national ICT policy was published by the Ministry of Information and Communications in 2004. It was adopted in 2006 with the goal of enhancing Kenyans' quality of life while enabling a knowledge-based society. Kenya's deployment of communications infrastructure and services has benefited from the deregulation of the communications sector.

However, the opening up of the sector has not made available communications services to all Kenyans because the licensed commercial operators and service providers have tended to concentrate operations in areas where a return on their investment is guaranteed.

The Universal Service Fund (USF) was created by the Kenya Information and Communications (Amendment) Act 2009, and is currently administered by the Communications Authority of Kenya (CA).

The fund's goals are to foster innovation and capacity building in ICT services while facilitating widespread access to them. Levies on licensees, government

appropriations, as well as grants and donations, are some of the fund's sources of revenue. The fund is anticipated to support national initiatives that significantly improve ICT accessibility and availability in rural, remote and underdeveloped urban areas.

With the adoption of the Constitution of Kenya 2010, the country entered a new era. The Kenya Information and Communications (Amendment) Act, which was passed in 2013, changed the name of the industry regulator from Communications Commission of Kenya to Communications Authority of Kenya (CA) to ensure the ICT sector was aligned to the new constitution.

Along with this move came a new mandate to oversee the nation's cyber security. As a result, the National KE-CIRT (Kenya National Computer Incident Response Team) was created as a reliable point of contact on issues relating to cyber security and working with other

actors around the world to reduce cyber threats. The Authority oversaw the transition from analogue to digital television transmission in 2015, helping Kenya become one of the first African nations to beat the international deadline of June 17, 2015.

Although beset by numerous litigations, this historic initiative has radically opened up the world of broadcasting, giving consumers access to a variety of rich local content and attracting investment in the thriving broadcasting sector.

Since the digital migration, the number of radio stations has grown from 166 to 252 while free-to-air TV stations have risen from 14 to 246 as of September 2024. In the same period, Subscription for pay TV has grown from 3.6 million in 2014 to 6.1 million and the digital television signal now covers 92 per cent of the population.

Other groundbreaking initiatives include the licensing of the Mobile Virtual Network

Operators (MVNOs) and a framework for licensing and shared spectrum for community networks in Kenya. In 2019, the authority celebrated its 20th anniversary, a period during which the industry made significant advancements.

Over two and half decades, the authority has overseen the digital migration that opened up new opportunities in television broadcasting, the establishment of a dynamic licensing regime (Unified Licensing Framework) which has enabled more entrants into the market, and the establishment of the Kenya National Computer Incident Response Team (KE-CIRT) that oversees Kenya's cyber security issues.

Others include market studies that informed decision-making in the sector and subsequent determinations that had the ripple effect of lowering prices in telecommunications and Broadcast Signal Distribution (BSD) services in broadcasting.



Director General David Mugonyi (third from left) with members of the board of the Communications Authority of Kenya.



Building capacity: The International Telecommunication Union (ITU) Global ICT Capacity Building Symposium was held in Kenya in 2016. Then Deputy President William Ruto (centre) cut a ribbon flanked by then Education Cabinet Secretary Fred Matiang'i (left), and Joe Mucheru, the then Cabinet Secretary for ICT.

The authority has also undertaken extensive awareness campaigns through County ICT consumer forums to empower consumers and established four regional offices in Kisumu, Nyeri, Mombasa and Eldoret to enhance closer engagement with stakeholders.

Through USF, CA is currently implementing the third and the fourth phases of the mobile network connectivity project targeting 68 and 313 sub-locations respectively. The project has so far connected 548 sub-locations, with a population of over 800,000 who were previously unconnected.

As of June 30, 2024, the number of active mobile subscriptions (SIM cards) stood at 68.9 million up from 20,000 in 1999, translating to a mobile (SIM) penetration rate of 133.7 per cent.

As of June 30, 2024, mobile money subscriptions stood at 39.8 million, representing a penetration level of 75.1 per cent. The number of mobile phone devices accessing mobile networks stood

at 66.1 million, out of which 35.2 million were feature phones and 30.8 million were smartphones, with a penetration rate of 128.3 per cent.

The penetration rates for smartphones and feature phones were 68.3 and 59.9 per cent, respectively. Since the digital migration, the number of radio stations has grown from 166 to 252 and FTA (free-to-air) stations from 14 to 246 post-migration. Subscription for pay TV has grown from 3.6 million in 2014 to 6.1 million in 2024.

As of September 2024, consumption trends showed a drop in radio listenership from 92 per cent in 2014 to 74 per cent in 2024. In contrast, TV and online consumption have risen to 76 per cent and 57 per cent, up from 46 per cent and 21 per cent in 2014.

This shift highlights a transformation in Kenya's media consumption habits, with television and online platforms now playing an increasingly central role. The authority has also developed a framework for the introduction of Digital Sound

Broadcasting (DSB) in Kenya. Implementing DSB is expected to complement the existing FM analogue radio, hence providing an additional platform for additional radio broadcast content services. Additionally, the implementation of DSB is aligned and consistent with regional and international standards and recommendations.

The authority has also facilitated the rollout of 2G and 3/4G mobile networks, whose population coverage, as of June 30, 2024 stood at 98 per cent and 97 per cent, respectively while the number of 5G subscribers stood at 739,020.

With an ambitious focus on embracing the digital economy, e-commerce and other new frontiers in cutting-edge technology, a new national ICT strategy was approved in 2020. The government unveiled a 10-year digital master plan in April 2022 to direct the digital trajectory toward development and innovation.

The National Digital Masterplan 2022–2032 is the cornerstone of the digital transformation over the following 10

years, igniting the adoption of digital skills and directing ICT advancements and investments for both domestic and international investors.

The 2022 Government Digital Transformation Agenda (GoDTA) aims to create the Digital Superhighway by, among other things, improving universal broadband through the installation of 100,000 km of fiber optic cable, digitising at least 80 per cent of governmental functions, installing 25,000 free WIFI hotspots, creating regional ICT hubs and centers of excellence, strengthening data protection and cyber security management, and promoting the creative economy.

On this front, CA has entered into a Memorandum of Understanding (MoU) and Technical Cooperation Agreement with the ICT Authority to support the rollout of 2,500 kilometres of last mile fibre optic cable to connect government ministries, counties, departments, and agencies (MCDAs). The authority has set

aside KSh5 billion from the USF for the rollout of the 2,500 kilometres of last-mile fibre optic cable.

The CA has also partnered with the Konza Technopolis Development Authority to establish 47 Centres of Excellence across 47 county headquarters and 1,450 ICT hubs in every ward at a cost of KSh2.8 billion.

Phase II targets provision of last-mile connectivity to 3,800 public offices and institutions, in collaboration with the ICTA and Kenya Power, at a cost of KSh 5 billion. Through the USF, the authority, in partnership with the Kenya Institute of Curriculum Development (KICED), is supporting the digitisation of education content to be accessed by all learners across the country through a portal (Kenya Education Cloud) without the need for Internet connectivity.

To ensure inclusivity, CA is partnering with the Kenya Institute of the Blind (KIB) to digitise education content for learners

with print disabilities. The authority also supported the Judiciary in the rollout of Local Area Network (LAN) in 43 court stations across Kenya.

On Innovation, the authority has developed a Regulatory Sandbox framework, which facilitates ICT innovation and entrepreneurship, by allowing innovators to test emerging ICT products and services in a controlled environment, such as new broadcasting technologies.

CA also promotes digital literacy and skills training through collaboration with stakeholders. The hackathon boot camps, for example, cover an e-learning course on cyber security, geared to preparing participants for a successful career in cybersecurity.

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Off you go: Communications Authority of Kenya staff flag off a vehicle during the Digital Migration Awareness Campaign that was held across Kenya. Planning for the analogue to digital television migration began in 2006.



The Citizen's Favourite TV Station

Unique news products, experienced reporters spread across Kenya, and versatile veteran anchors make Citizen TV numero uno.



Citizen TV is Kenya's number one national television network. It is known for its diverse programming and extensive news coverage.

Citizen TV offers a wide range of programming, including news and current affairs, entertainment, sports, and lifestyle shows. It is also known for its live coverage of major events and breaking news, making it a popular source of news and information for many Kenyans.

Citizen TV has a large audience and is the most influential media outlet in Kenya. Research findings from independent pollsters rank it as the most watched national TV station in Kenya, with millions of followers on its official social media accounts.

Herewith an overview of some of the key editorial products featured on Citizen TV:

Monday Report 9.00 pm to 11.00 pm

The Monday Report is a weekly prime time TV show which airs from 9.00 pm to 11.00 pm hosted by senior anchor Trevor Ombija. The show gives the microphone to the people. It takes a town hall format; a meeting between those in leadership and the stakeholders, including ordinary citizens. Giving back the microphone allows the people to ask questions from their perspective, holding leaders to account. The programme is divided into two parts, First comes the news of the day and then the town hall session. Some of the critical issues discussed on the Monday Report include education, war on corruption, state of healthcare services, devolution and more.

The Explainer - Tuesday from 9.00 pm

The Citizen Explainer is a prime time show hosted by senior anchor and editor Yvonne Okwara on Tuesdays at 9.00 pm. Yvonne opens the lens wide on particular issues of concern to the audiences. The Explainer is also an opportunity to analyse concepts while placing responsibility and accountability where it is due. In an explainer format, Yvonne breaks

down issues, detailing why they matter and the various positions taken by stakeholders.

Some of the notable explainers have featured the process of recruiting members of the Independent Electoral and Boundaries Commission (IEBC), legislative processes, state of the economy and public expenditure.

JK Live - Wednesday from 9.00 pm

The Jeff Koinange Live (JKL) show is a weekly current affairs programme steered by veteran journalist Jeff Koinange on Wednesdays from 9.00 pm. It begins with a news and current affairs update followed by wide-ranging interviews with newsmakers. The award-winning journalist brings his warm character to the interviews, making them both informative and entertaining.

Tonight & Data Point Thursday at 9.00 pm

The Citizen Tonight is a one-hour show of in-depth reporting and analysis hosted by seasoned data journalist Sam Gituku every Thursday at 9.00 pm. Sam brings viewers the latest stories from across Kenya and uncovers the truth behind the headlines, using hard data and expert analysis to present a deeper understanding of the issues that matter most.

Sam produces and presents Data Point, an analytical segment within the Tonight show that delves into issues ranging from politics and the economy to health, education, taxation, public finance and debt management. Through data-based evidence, the audience gets an understanding of the trends and patterns that shape their world. With his insightful analysis and incisive commentary, Gituku helps viewers connect the dots and make sense of the happenings around them.

The News Gang

The Citizen News Gang is a unique product of journalism that brings together some of the best brains in the media





The Citizen's Favourite TV Station



in Kenya and the region. It features seasoned journalists Linus Kaikai, Jamila Mohamed, Yvonne Okwara and Sam Gituku.

This is a weekly show that dives deeper into Kenya's political economy, analysing both statements and actions of the political class and how they affect Kenyans. For the last six years of its existence, The News Gang has become a household appointment show for anyone keen to understand the state of Kenya in any given week.

Friday Night - from 9.00 pm

Friday Night is a dynamic and impactful news bulletin that airs every Friday at 9.00 pm. Steered by seasoned anchor Lilian Muli, the show combines compelling storytelling with in-depth studio discussions, making it a must watch for audiences seeking thought provoking and inspiring content. The show carries a field report often focusing on deeply personal and human interest stories. These reports are thematic and tackle issues that resonate with everyday Kenyans such as crime and rehabilitation, struggles with addiction, unemployment, polygamy and surrogacy, among others.

Citizen Weekend Saturday from 9.00 pm

Hosted by Olive Burrows, Citizen Weekend airs on Saturday night during the prime time news hour of 9.00 pm. The programme examines the geopolitical landscape across the globe and the role that Kenya plays in it. From human rights developments in the region to security missions abroad, Olive, through expert analysis, discusses their impact on the home front.

The show appreciates that the Covid pandemic and the wars in the Middle East and Europe have reverberated across the globe, impacting lives and livelihoods and driving the point home that in a connected world Kenyans are never far removed from what is happening on the global stage.

Sunday Live

Sunday Live is a weekly current affairs show hosted by Jeff Koinange and Olive Burrows. It is a team effort that brings together dedicated reporters and producers who bring straight to living rooms the living reality.

Together Jeff and Olive present the news and news features developed to highlight important issues such as climate change, which is presented in the weekly segment Citizen Planet. Every week Citizen TV journalists report on how climate change is impacting local communities and how they are adapting. The show also features choice interviews with personalities making an impact in the society, amplifying their voice in Citizen TV's quest to find solutions and answers to challenges faced by ordinary citizens.

Citizen Nipashe Monday to Friday - at 7.00 pm

Citizen Nipashe is the prime time Swahili news bulletin that airs daily on Citizen TV at 7.00 pm. It is the perfect summary of every day's happenings, put together by a team of top journalists experienced in politics, socio-economic trends, crime and investigations and much more. The bulletins are presented by experienced journalists Jamila Mohamed, Swaleh Mdoe, Mwanahamisi Hamadi, Nimrod Taabu and Mashirima Kapombe.

Nipashe Wikendi Saturday and Sunday - at 7.00 pm

Nipashe Wikendi is the weekend version of Nipashe news featuring television couple Rashid Abdalla and Lulu Hassan at 7.00 pm. On Saturday Lulu and Rashid bring the news and features transitioning into Bi Msafwari, a conversation on state of family and marriages in the Kenyan society.

The segment features veteran family commentators Bi Msafwari, Benjamin Zulu and Mariam Migomba from Tanzania, who speak to Lulu and Rashid on various facets of marriage. The duo present the news on Sunday's Nipashe Wikendi a summary of the day's and week's major news events and news features.

Sema na Citizen - Monday to Friday from 10.00 am - 2.00 pm

Sema na Citizen is a flagship product of Citizen TV, a mid-morning daily weekday show that offers the opportunity to ordinary Kenyans to speak out on various important issues.

Hosted by experienced journalists Nimrod Taabu, Mashirima Kapombe, Mwanahamisi Hamadi, Rashid Abdalla and Lulu Hassan, each of the hosts brings his or her personality to humanising conversations while also bringing out a sense of accountability

from the leadership on devolution, management of public resources and crucial services such as education, health and transportation. The show runs from Monday to Friday from 10.00 am to 2.00 pm with regular news updates from across the country, into the towns and villages that map Kenya.

Daybreak: Monday to Friday from 6.00 to 10.00 am

Citizen Daybreak is the perfect way to wake up for anyone keen on the happenings in Kenya. A daily weekday show that seeks answers and accountability from those shaping public policy, with a variety of expert analysis into how the actions of the government (executive, parliament, judiciary and devolved units) affect the republic and its people.

Daybreak is the biggest breakfast show in Kenya and the region known for its hard-hitting conversations steered by experienced journalists Sam Gituku, Ayub Abdikadir, Trevor Ombija and Serfine Achieng Ouma.

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May the day break: Daybreak rules the morning conversations.



Tana Water Works Development Agency

Driven by the belief that water is fundamental to development TWWDA acts as a steward for natural resources.



TANA WATER WORKS
DEVELOPMENT AGENCY



Chuka Water Supply Project - Kirege Treatment Works (under construction).

In the heart of Kenya's dynamic water sector lies Tana Water Works Development Agency (TWWDA) – a vital institution turning the flow of progress towards sustainable, equitable water access and safe sanitation.

Beyond traditional infrastructure, TWWDA embodies the future of water resource management, leveraging innovative practices to ensure that communities in the Nyeri, Kirinyaga, Meru, Embu and Tharaka Nithi counties have clean, accessible, and reliable water and safe sanitation.

Driven by the belief that access to water is fundamental to development, TWWDA does not just develop maintain and manage national public water works, but is also a steward of natural resources, an environmental champion, and a partner in economic empowerment.

By designing and implementing high-impact water and sanitation projects, TWWDA is redefining what it means to serve, aiming to uplift millions through improved water accessibility and quality.

What Sets Us Apart?

At TWWDA, we view water as more than a necessity; it's an opportunity to transform lives. Our work connects households to more than just a tap – it connects them to health, education, dignity, wealth and possibility. We are committed to comprehensive, community-driven solutions that consider each region's unique needs. From harnessing advanced water treatment technologies to pioneering sustainable water management practices, TWWDA stands at the vanguard of building resilient water infrastructure with the power to transform societies.

Our Vision: A Blueprint for the Future

TWWDA envisions a community that delights in universal access to quality water and sanitation services. A future where water scarcity and sanitation challenges are met with sustainable solutions, where conservation and development go hand-in-hand, and where every project benefits not just today's generation but the generations to come. Integrity guides our operations, ensuring

Prime beneficiaries of these project will include Kerugoya University, AHITI Ndomba (TVET), Kirinyaga County Offices, several primary and Secondary Schools as well as multi dwelling commercial and residential areas within these regions.

transparency and accountability at every level. Innovation drives us to adopt best-in-class practices and to embrace new technologies that make water access and conservation sustainable and efficient. Most importantly, impact is our measure of success – we look at how lives change because of our work.

From the mountainous highlands to bustling towns, TWWDA is making a lasting positive impact in communities. We are not just developing water systems; we are building a foundation for social and economic transformation across Kenya. As we look to the future, we remain committed to ensuring every drop counts – for the environment, for communities, and for our shared vision of a more prosperous Kenya.

In Kenya, access to clean water and effective sanitation remains a pressing need, particularly in urban centres where the realities of devolution and urbanization are transforming landscapes and intensifying demands on infrastructure. While 64 per cent of Kenya's urban population has access to safe water, only 3 per cent have access to proper sanitation – a gap that underscores the necessity for the development of reliable water and sewerage systems. The Ministry of Water, Sanitation, and Irrigation, through Tana Water Works Development Agency (TWWDA), has embarked on a mission to bridge this gap and uplift communities, ensuring every water supply project is matched by a corresponding sewerage initiative.

The Government of Kenya, in partnership with the African Development Bank (AfDB), funds TWWDA's transformative projects under the Kenya Towns Sustainable Water Supply and Sanitation Program. This initiative spans 16 water projects across the Chogoria, Kerugoya-Kutus, Chuka, Othaya, and Meru Sewerage Projects. These developments not only fulfil constitutional rights to a clean environment but also align with Vision 2030's goals of improving liquid waste management and sanitation across Kenya.

The Kerugoya-Kutus Sewerage Project: A Milestone for Kirinyaga County

The Kerugoya-Kutus Sewerage Project, the first of its kind in Kirinyaga County, represents a landmark achievement in TWWDA's commitment to enhancing sanitation and improving living conditions. Its the first sewerage project in the County and is a state-of-the-art wastewater treatment facility that will benefit Kerugoya and Kutus towns offering residents improved health outcomes through safe hygiene practices and proper liquid waste disposal.

Beyond sanitation, the project serves as a catalyst for economic growth. Employment opportunities have surged, and a heightened demand for construction materials has invigorated the

local economy. By injecting capital into the community, the project has created a ripple effect, stimulating business growth, boosting household incomes, and raising standards of livelihood. Its impact reaches across generations, contributing to long-term wealth creation and fostering a healthier, more resilient community. Prime beneficiaries of these project will include Kerugoya University, AHITI Ndomba (TVET), Kirinyaga County Offices, several primary and Secondary Schools as well as multi dwelling commercial and residential areas within these regions.

The Mathira Community Water Supply Project: A Catalyst for Positive Change

The Mathira Community Water Supply Project is another shining example of TWWDA's efforts to address water scarcity while empowering communities. Reaching over 3,320 households, five secondary schools, nine primary schools, five dispensaries, and numerous tea buying centres and coffee factories, the project directly serves approximately 25,000 residents. The new-found access to reliable water has dramatically shifted daily life in Mathira. Freed from the burden of fetching water from distant locations, residents can invest their time in productive economic activities, thereby enhancing their livelihoods.

This project's impact extends beyond mere water provision. During its implementation, 2,300 community members were employed through direct labour engagements, with many youths investing their earnings in business ventures like boda bodas (motorcycle taxis), achieving self-employment and economic independence. This wave of prosperity extended to local schools, where earnings from the project helped settle outstanding fee balances. One notable beneficiary, Ihwagi Primary School, has experienced transformational changes. Before this project, students struggled with access to clean drinking water and frequent absenteeism, arising from water-borne illness and poor hygiene facilities. The water project has enabled a healthier, safer learning

environment, improved student well-being and enhanced academic performance.

The Broader Impact: Laying a Foundation for a Prosperous Future

The benefits of these projects go beyond their physical infrastructure, nurturing an ecosystem of health, education, and economic opportunity that will sustain future generations. TWWDA's comprehensive approach to water and sanitation services fosters sustainable community development, where the flow of water translates to prosperity and resilience. With each initiative, the Agency is not only safeguarding the health and well-being of communities but is also creating avenues for local economic growth and social transformation.

In every drop of water delivered and every pipeline constructed, TWWDA is making tangible strides towards realizing Kenya's Vision 2030 while upholding the constitutional right to a clean, healthy environment. By linking water supply and sanitation in each project, TWWDA is setting a standard for integrated infrastructure that supports Kenya's journey to a brighter, more sustainable future. TWWDA's commitment to environmental sustainability is demonstrated through our tree growing initiative that has witnessed the planting of over 100,000 tree seedlings within our counties of jurisdiction over the last two years. We are dedicated to promoting environmental sustainability and stewardship in all facets of our operations.

This is further demonstrated by our investment on green energy initiatives for powering of pumps and lighting solutions for our plants. The Agency's commitment to sustainability drives the focus on management and conservation of natural resources. By integrating eco-friendly practices and investing in greening initiatives, the Agency strives to create a healthier planet for future generations. We aim to inspire others to join us in protecting our environment for future generations, ensuring a cleaner, healthier and sustainable world.



CHAPTER 9

Education





MKU AT A GLANCE

Unlocking Infinite Possibilities Through Education

03 
RANKED AMONG TOP 3 KENYAN UNIVERSITIES BY TIMES HIGHER EDUCATION 2024 LISTING

02
NUMBER OF COLLEGES
 College of Health Sciences
 College of Graduate Studies & Research

40+ 
NUMBER OF SCIENCE LABS

164 
NUMBER OF PROGRAMMES APPROVED BY THE COMMISSION FOR UNIVERSITY EDUCATION IN KENYA

2,000+
FACULTY & PROFESSIONAL STAFF 


13
NUMBER OF SCHOOLS

- Medical School
- School of Clinical Medicine
- School of Public Health
- School of Pharmacy
- School of Nursing
- School of Law
- School of Education
- School of Pure and Applied Sciences
- School of Computing and Informatics
- School of Engineering Energy and the Built Environment
- School of Business and Economics
- School of Hospitality, Travel and Tourism Management
- School of Social Sciences



03
INSTITUTES
 1. Equip Africa Institute
 2. Institute of Tropical Medicine-Centre for Malaria Elimination
 3. Institute of Security Studies, Justice & Ethics.

UNITED NATIONS ACADEMIC IMPACT (UNAI) MKU is Chair

SDG 9 HUB.




MARITIME EDUCATION & TRAINING (MET)

MKU Malindi Maritime Academy

MKU HAS BEEN RANKED AMONG THE TOP FIVE (5) DESTINATIONS FOR INTERNATIONAL STUDENTS FROM AFRICA AND BEYOND IN A RECENT STUDY BY CPS RESEARCH INTERNATIONAL


43+
 COUNTRIES REPRESENTED

OVER 60,000 
 STUDENT POPULATION

MKU MEDICAL SCHOOL RANKED **BEST** IN EAST AFRICA

OVER 140,000 
 ALUMNI POPULATION

TOP 10
 RESEARCH FUNDING RANKING

26 
 NUMBER OF GRADUATIONS HELD

TOP 10
 GRADUATE EMPLOYABILITY

SPORTS RANKING AMONG THE BEST **05**

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A Global Hub of Excellence

With seven campuses and eight Open Distance and E-learning centres, Mount Kenya University is one of the most culturally diverse institutions operating in East Africa.



Mount Kenya University (MKU) is a fully-fledged chartered university committed to offering internationally recognised holistic education. MKU is a multi-campus university dedicated to the generation, dissemination and preservation of knowledge. With seven campuses and eight Open, Distance and E-Learning (ODEL) Centres, it is one of the most culturally diverse universities operating in East Africa and beyond.

The University's Main Campus is located in Thika town in Kenya with other campuses in Nairobi, Mombasa, Nakuru, Eldoret, and Meru. The University's ODeL Centres are located in Malindi, Kisumu, Kitale, Kakamega, Kisii, Machakos, Embu and Kericho and country offices are found in Uganda, Burundi, Somaliland and Puntland. The MKU Rwanda Campus was recently elevated to an autonomous fully-fledged university and named Mount Kigali University.

MKU is ISO 9001:2015 Quality Management Systems certified and is a member of Inter-University Council for East Africa (IUCEA), Association of African Universities, Association

of Commonwealth Universities, and Talloires Network of Engaged Universities, Association of Africa Business Schools and United Nations Academic Impact UNAI SDG Hub 9: Industry, Innovation and Infrastructure.

The University's academic programmes are innovative and responsive to the immediate and long-term national and international scientific and technological needs. The Commission for University Education has accredited MKU academic programmes. MKU students enrol in various study modes, including Regular, Part-time, Open Distance and Electronic Learning (ODEL) and Distance, Institution-Based and Electronic Learning (DIBeL).

The University through research, innovation and community outreach programmes has impacted communities positively through extension of services. To facilitate Industry- Academia linkages, MKU has forged synergetic partnerships with local, regional and international universities, industries, public and private institutions. Currently the University has over 120 partnerships and linkages at local, regional and international levels.

1 Mount Kenya University's co-founder, Dr Jane Nyutu (second left), joins Uganda's Deputy High Commissioner Ambassador Eunice Kigenyi (second right), the Chancellor, Prof John Struthers (left), and members of the University Council during MKU's 26th graduation ceremony in December, 2024.

2 Dr Vincent Gaitho, Chairman MKU Council (Third Left) is joined by Ms. Mary Olubayi (Second Left), MKU Council Member and Prof. Deogratius JAGANYI (L), Vice-Chancellor, while receiving the accreditation certificate presented by Captain Peter Munga from Kenya Maritime Authority to train Maritime professionals.

3 Say cheese! The happy smiles of three graduates at MKU's 26th graduation ceremony in December, 2024.



Future of MKU

MKU will continue implementing her strategic plan to ensure a holistic growth of students who upon graduation will become job creators or venture into gainful employment and wealth creation opportunities and become agents of societal transformation.

MKU will continue expanding access to quality university education through physical campuses and robust online learning. The University has embraced ICT as a driver to digital transformation to support training and research.

MKU will continue to positively impact and transform the communities in which it operates.

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Comprehensive Education System

Harambee played a key role in mobilising communities to build schools, thereby increasing access to education, especially in rural areas.

Kenya's education system is comprehensive, dynamic, and inclusive. Over the last six decades the system has seen key milestones, reforms, and innovations that have not only expanded access to education, but also improved the quality of learning, laying the foundation for Kenya's socio-economic turnaround.

At independence, Kenya inherited an education system that was racially segregated and primarily designed to serve the colonial administration. Recognising the critical role of education in nation-building, the newly independent government, prioritised the sector as a tool for socio-economic transformation.

In 1964, a commission established to reform the system recommended

the adoption of a structure that would promote national unity and development. This led to the introduction of seven years of primary education, four years of lower secondary, two years of upper secondary, and three years of university education.

During this period, Kenya made significant strides to expand access to education. The number of primary schools increased rapidly, and by the end of the 1970s, primary education was accessible to a large portion of the population.

The Harambee (self-help) movement, championed by President Jomo Kenyatta, played a crucial role in mobilising communities to build schools, thereby increasing access to education especially in rural areas.

By 1970, primary school enrolment had surged to approximately 1.3 million students, with a gender parity index (GPI) of 0.82, reflecting more boys than girls in school. However, efforts were made to bridge this gap, and by 1980, enrolment had further increased, with nearly 3.5 million children in primary schools and a GPI of 0.88.

In 1985, the government introduced the 8-4-4 system, comprising eight years of primary education, four years of secondary education, and four years of university education.

This system was designed to equip students with practical skills and knowledge to meet job market demands. The shift marked a significant milestone in Kenya's education history, emphasising

technical and vocational training alongside academic learning.

The expansion of secondary schools and technical institutes during this period ensured that more students had access to quality education. The Kenya National Examinations Council (KNEC), established in 1980, played a crucial role in standardising assessments across the country.

By 1990, primary school enrolment had reached 5.4 million, with a GPI of 0.94, indicating a narrowing gender gap. Secondary school enrolment also saw growth, with over 800,000 students enrolled by 2000, and a GPI of 0.91.

At the turn of the millennium, Kenya committed to achieving Education for All (EFA) by 2015, in line with global development goals. In 2003, President Mwai Kibaki's government introduced Free Primary Education (FPE), eliminating tuition fees and ushering in an unprecedented surge in enrolment. Over 1 million children who had been out of school joined the education system.

Building on FPE's success, the government introduced Free Day Secondary Education (FDSE) in 2008, further increasing access. These initiatives significantly raised literacy rates and contributed to human capital development.

By 2005, primary school enrollment had risen to 7.6 million, with a GPI of 0.96, and, therefore, nearing gender parity. Secondary school enrolment reached 1.3 million by 2010, with a GPI of 0.93, reflecting continued progress in gender equality.

Competency-Based Curriculum (CBC) - 2017 to the present

In 2017, Kenya embarked on comprehensive education reforms with the introduction of the Competency-Based Curriculum (CBC).

Replacing the 8-4-4 system with a 2-6-3-3 structure, the CBC emphasises skills, values, and competencies over rote learning. The system is designed to nurture learners' potential by focusing on their talents and interests from the earliest time possible.

1. The CBC is structured to develop students in a well-rounded manner, focusing not just on academics but also on life skills, creativity, and emotional intelligence. This holistic approach prepares students to be more adaptable and capable of navigating the complexities of modern life.
2. Unlike the previous education systems, CBC places significant importance on practical skills, including problem-solving, critical thinking, and innovation. These skills are essential for the 21st-century job market, where adaptability and creativity are highly valued.
3. CBC incorporates digital literacy from an early age, ensuring that students are well-versed in technology by the time they complete their education. This is crucial in a world where digital skills are increasingly necessary across all sectors.
4. By focusing on individual talents and interests, CBC allows for more personalized learning experiences. This approach helps students excel in areas where they have a natural aptitude, leading to greater self-confidence and academic success.
5. The CBC reforms have contributed to improved gender parity in education by promoting inclusive policies and ensuring that both boys and girls have equal opportunities to learn and thrive. The focus on holistic development has also helped to break down gender stereotypes, encouraging more girls to pursue traditionally male-dominated fields like science and technology.
6. The implementation of CBC has necessitated comprehensive teacher training to equip educators with the skills needed to deliver the new curriculum effectively. This has led to an overall improvement in teaching quality, benefiting students across the country.

By 2020, primary school enrolment had reached 10.2 million, with a GPI of 0.98, reflecting near gender parity. Secondary school enrolment stood at 3.3 million, with a GPI of 0.96.

Milestones and Achievements.

Increased Access

Since independence, school enrollment rates have grown exponentially. Nearly all Kenyan children now have access to primary education, and secondary enrollment has seen substantial growth.

Improved Gender Parity

Kenya has made tremendous progress in closing the gender gap in education. The gender parity index for primary and secondary education is nearly equal.

Expansion of Higher Education

The number of universities and higher education institutions has increased opportunities for advanced learning and research.

Quality Assurance Standards

Agencies such as the Teachers Service Commission (TSC) and the Kenya Institute of Curriculum Development (KICD) ensure the quality of education is maintained and continuously improved.

ICT Integration

The government has significantly invested in integrating ICT into education, with initiatives such as the Digital Literacy Programme (DLP) launched in 2016, equipping primary school pupils with digital skills.

As Kenya continues to invest in education and implement the Competency-Based Curriculum, the country is well on its way to achieving its Vision 2030 goal of becoming a globally competitive, knowledge-based economy.

The ongoing reforms and investments will ensure Kenya's education system continues to produce innovative, skilled, and responsible citizens who will drive the nation's development for years to come.



Education for all: Students enjoy digital learning, whose penetration in schools has greatly improved.



Catalysts of Knowledge and Progress

The expansion of university education was driven by social demand as well as political imperatives aimed at enhancing national pride and domestic stability.

The development of university education in Kenya is an embodiment of perseverance, innovation, and growth, driven by both public initiatives and private enterprise. It all began with a private initiative in 1947, when the Asian community petitioned the colonial authorities to charter a college in memory of Gandhi, aimed at offering commerce and technical courses.

Although the petition was initially rejected, this endeavour eventually led to the establishment of the Royal Technical College in Nairobi in 1952.

In 1961, the Royal Technical College evolved into the University College of Nairobi under a special arrangement with the University of London. By 1970, it was granted full university status, becoming the University of Nairobi, Kenya's pioneer university and a beacon of higher learning in East Africa.

Kenya's higher education sector has since undergone remarkable diversification and expansion. The country boasts 69 universities, both public and private institutions. This growth trajectory highlights the country's commitment to

meeting the rising demand for tertiary education and fostering intellectual capital across diverse fields.

The 1980s marked a significant phase in the expansion of Kenya's public universities. President Daniel arap Moi's government embarked on an ambitious agenda to establish additional state universities to meet the growing demand for higher education.

This expansion was driven not only by social demand but also by political imperatives aimed at enhancing national pride and domestic stability.

"Investment in education is crucial for the development of any nation. Our universities are the bedrock of knowledge and innovation, paving the way for a brighter future for our youth and our country as a whole," said President Moi during the establishment of Moi University in 1984.

The 1990s saw the emergence of private universities in Kenya. These institutions have played a crucial role in complementing public universities, offering diverse academic programmes

and shaping the country's educational landscape.

Both public and private universities have contributed significantly to national development through:

- Conducting ground-breaking research in various fields, driving technological advancements, and contributing to national development agenda;
- Equipping graduates with relevant skills and knowledge to meet industry demands and global competitiveness;
- Collaborating with communities on socio-economic projects, promoting sustainable development, and addressing societal challenges; and,
- Forging partnerships with international universities and organizations to enhance academic excellence, research collaboration, and student exchange programs.



You're invited: SOMAS is a University of Nairobi platform that supports online teaching and learning in Science, Technology, Engineering and Mathematics (STEM).

Major Achievements and Discoveries

- Discovery of Human-like Footprints (2009): Researchers from the National Museums of Kenya and the University of Nairobi discovered 1.5 million-year-old footprints at Ileret in Northern Kenya, providing significant insights into early human locomotion and behavior.
- Development of Herbal Medicine (2010): Kenyatta University researchers developed 'Lypcite', a herbal medicine used in treating ailments like diabetes and hypertension, showcasing the potential of indigenous knowledge systems in modern medicine.
- Advancements in Renewable Energy (2013): The University of Nairobi developed a solar-powered water desalination system to address water scarcity in Kenya's arid and semi-arid regions.
- Maasai Mara Cheetah Conservation (2016): Maseno University collaborated on the Maasai Mara Cheetah Conservation Programme, contributing to wildlife conservation efforts in the region.

- Mobile Money Research: Strathmore University's iLab Africa conducted pioneering research on mobile money systems, leading to innovative financial solutions tailored to Kenyan communities.
- Development of Drought-Resistant Crops (2018): Egerton University scientists developed drought-resistant varieties of beans and potatoes, crucial for food security in Kenya's semi-arid areas.
- Genetic Research on Malaria (2020): Researchers from KEMRI and universities like Moi University conducted genetic research on malaria parasites, informing strategies for disease control and treatment.
- Artificial Intelligence and Healthcare: The University of Nairobi researchers explored AI applications in healthcare, developing diagnostic tools and management systems to enhance medical outcomes.
- Archaeological Discoveries: Various Kenyan universities made significant archaeological discoveries, enriching our

- understanding of Kenya's cultural heritage.
- Environmental Conservation Efforts: Kenyatta University and the University of Eldoret have been active in environmental conservation, promoting tree planting, waste management, and biodiversity conservation.

Current Enrolment and Impact

Around 563,000 students were enrolled in universities in Kenya during the academic year 2022/23, reflecting a significant increase from roughly 562,100 in 2021/22. This growth is attributed to an expansion in the number of government-sponsored students, with men constituting the majority, numbering approximately 322,760 compared to 240,170 women.

As Kenya advances towards achieving its development goals outlined in Vision 2030, universities continue to play a pivotal role in shaping a knowledgeable workforce and fostering innovation-led growth. The sector faces challenges such as funding constraints and quality assurance, yet remains resilient in adapting to emerging trends and technological advancements.



Enhancing knowledge: Daystar University, one of the private universities which have complemented public universities to shape the education landscape.



CHAPTER 10

Industry





Stitch in Time Saves Crime Zone

United Aryan makes garments for export to world-famous stores, but the greatest impact the company has had is on the community in which it operates.



United Aryan (EPZ) Ltd
You Sketch... We Stitch



United Aryan Chairman, Pankaj Bedi

United Aryan (EPZ) Limited makes garments for export to some of the world's best-known cities and stores. The company can boast of making trousers for some of the world's most iconic fashion brands. With Made in Kenya tagged on its products, United Aryan takes Kenya to the world.

But the greatest impact United Aryan has, and continues to have, is on Kenyan families and the community in which its operation is based in Nairobi.

Before United Aryan opened its factory on Baba Dogo Road, in the Kenyan capital's suburb of Dandora, the location was known for crime, especially violent crime.

Indeed, when the company began to lay the foundations for its buildings, time and again, pipes would be stolen, materials carted away and structures vandalised.

Slowly and painstakingly, the company engaged local administration officials and community leaders and persuaded them United Aryan was a friend of the local community because it was going to create jobs, which would help bring down crime.

And create jobs it has. Before the outbreak of the Covid 19 pandemic, the company employed 15,000 Kenyans. United Aryan recruited approximately 500 people to kick off its operations.

The numbers rose steadily and at one stage, before the Covid 19 pandemic, it had more than 15,000 workers. Chairman Pankaj Bedi and his brother Amit Bedi, are confident this number will cross the 20,000 mark soon.

While 15,000 is by all accounts a large number, that each employee has at least four dependants and that there are other people who are employed indirectly by the supply line, means United Aryan enables thousands more put food on the table, take their children to school and participate in economic activities that help grow Kenya's economy.

United Aryan not only changed the face of Baba Dogo Road, but it also helped rid it of crime and, more importantly, opened the way for other companies, among them multinationals, such as Pepsi Cola, to come and set up operations in the area.

However, after the financial crises of 2008 which depressed markets worldwide, United Aryan directors internally debated whether to continue with the business or shut down. They decided against closure in preference to continuing to support social programmes.

Emphasis and purpose, therefore, shifted to creation of a social-economic impact on the immediate communities in which the company operates, rather than the singular pursuit of profit. United Aryan has a special bond with Kenyan people and Kenya at large and, therefore, is committed to adding value to many lives from its operation rather than expecting profits.

The company seeks to create value for the social fabric which is why its Corporate Social Responsibility (CSR) programmes involve direct and indirect jobs for communities. Children from these communities go to schools, such as Baba Dogo Road Primary School, which are supported by the company.

There is an old people's home, to which the aged and the destitute retire and



On a large scale: United Aryan has more than 15,000 employees, making the company a major player in Kenya's economy.



Empowered to read: United Aryan sponsors bright but needy children to pursue education.

a health facility that targets women because they are the majority of United Aryan's staff. Women staffers undergo check-ups for cervical and breast cancer and girls have eye tests. The girls are also counselled on early pregnancy, sight and the importance of education.

Young men have not been left out. The company sponsors a local Bajaj Football Club which United Aryan supports and which has, in turn, empowered many young players. Over the last two decades, United Aryan has trained almost upwards of 85,000 youth, 75 per cent of who are women, free of charge and equipped them with skills to enable them work for the company, find work elsewhere or be self-employed.

United Aryan prides itself on providing jobs even for the lowly educated. The company strives to find solutions which can help progress its commitment to empowering the local community.

The decisions it makes in this regard, may not be smart, but they will be of benefit to the community in which their operation is based. Therefore, during the Covid 19 pandemic, United Aryan did not lay off staff, even as business almost ground to a halt but, in solidarity with its community and in keeping with its social impact agenda, United Aryan kept its almost 15,000 employees on post.

Amit explains further: "We chose to stand with our community, paid everyone in full despite the losses we were incurring and protected them as much possible till there was some sanity by the end of December 2020. We could have saved a lot financially, but we argued that it behoved us to assist our own because of we did not do it, they had nobody to turn to.

"Later, we did reduce staff given the demands and challenges of the market, but we cannot continue on that patch because

we have this urge to find ways to grow and bring back our people or hire more." The company's philosophy is to accept the reality of the day and instead of creating battles, they create agendas which lead to positive conclusions by being resilient and pragmatic. The entire leadership of the company is aligned to the cause selflessly within the resources it can provide.

Obviously, the company could do with a bit more, but if the little there is vanished, the entire cause the company stands for and wishes for the community would suffer. While the company has not met the expectations of profit against its investments, Pankaj is proud it adds great value to the community in which it operates.

This gives him a sense of fulfilment and doing good because they are, for example, able to support multiple Small and Medium Scale Enterprises.



Equipping Youth With Skills for Employment

Created in 1964, the National Youth Service was revitalised in the 2010s to address emerging youth challenges especially unemployment.

Kenya is on a transformative journey to address the challenges facing youth, who make up a significant portion of the population. With 75 per cent of Kenyans under the age of 35, youth are a crucial demographic for socio-economic development.

Kenya's youth unemployment figures are a significant source of concern. According to the World Bank, youth unemployment stood at 22 per cent in 2019, compared to a general rate of 5.7 per cent. This disparity calls for targeted interventions to equip young people with skills for economic participation.

The government and various stakeholders have launched several programmes aimed at enhancing skills, fostering entrepreneurship, and creating jobs. These initiatives are notable, with reports indicating that they contributed to a reduction in youth unemployment by 4 per cent over the last decade.

Key Initiatives

1. The National Youth Service (NYS)

Established in 1964, the NYS was revitalised in the 2010s to address emerging youth challenges. Under the leadership of then-President Uhuru Kenyatta, the NYS underwent significant reforms. In 2013, the National Youth Service Act was revised to expand its scope, providing vocational training and skills development for young Kenyans. The programme aimed to integrate youth into national development projects, while equipping them with practical skills.

By 2019, the NYS had trained over 100,000 young people in various trades, including construction, agriculture, and technology. The program also facilitated employment through government projects and partnerships with private-sector firms.

2. The Youth Enterprise Development Fund (YEDF)

Established in 2007, the YEDF saw increased focus and funding in the 2010s.



Bandari Maritime Academy in Mombasa County.

The YEDF Act was amended in 2012 to enhance its operational efficiency and expand its reach. The fund was designed to provide affordable credit to young entrepreneurs, support startups, and facilitate access to business development services.

By 2018, the YEDF had disbursed over Ksh9 billion (about USD 81 million) to more than 200,000 youth-led enterprises. This funding supported a range of businesses from agriculture to technology startups, contributing to job creation and economic growth.

3. The Kenya Youth Employment and Opportunities Project (KYEOP)

Launched in 2016 with World Bank support, KYEOP aimed to address youth unemployment through skills development and job placement services. The project received Ksh11 billion (\$100 million) in funding, with a focus on vocational training, internships, and entrepreneurship support.

KYEOP had trained over 200,000 young Kenyans by 2020, with a reported 40% increase in employment rates among participants. The project also facilitated the creation of over 5,000 small and medium-sized enterprises (SMEs), significantly contributing to local economic development.

4. The Digital Literacy Programme

Initiated in 2013 as part of the Kenya Vision 2030 economic blueprint, the Digital Literacy Program aimed to integrate technology into education. By

2018, the program had distributed over 1 million laptops to primary schools across Kenya, improving digital skills among students and preparing them for the modern workforce.

The programme has been instrumental in fostering digital literacy and increasing access to technology for young Kenyans.

Challenges and Responses

A number of challenges have hindered the effectiveness of youth empowerment programmes:

1. While substantial investments were made, there were issues with the timely disbursement of funds and resource management. The YEDF faced criticism for delays in loan disbursement and inadequate outreach to marginalized groups;
2. Fragmented implementation and lack of coordination among various programmes led to inefficiencies. The overlapping mandates of different agencies sometimes caused confusion and duplication of efforts;
3. Economic downturns and political instability affected the success of youth initiatives. The Covid-19 pandemic had a detrimental impact on job creation and business operations, posing a significant challenge; and,
4. There was a notable mismatch between the skills acquired through training and the demands of the

labour market. This gap often led to difficulties in job placement and underemployment among trained youth.

The government and stakeholders are now focusing on several key areas to enhance youth empowerment as follows:

1. Strengthening collaboration between government agencies, private sector players, and educational institutions to create a more cohesive and effective youth development ecosystem;
2. Expanding digital literacy programs and supporting tech-based startups to align with the growing demand for technology skills in the job market;
3. Implementing targeted programs for marginalized groups, including women and rural youth, to ensure equitable access to opportunities; and,
4. Improving monitoring and evaluation frameworks to assess programme impact, address challenges, and ensure accountability in the implementation of youth empowerment initiatives.

Through strategic initiatives, legislative reforms, and substantial investments, Kenya made notable progress in equipping its youth with the skills and opportunities for employment and entrepreneurship.



KIE key to Growth of Industry

The government aimed to create an inclusive economy by empowering indigenous businesses.

The setting up of the Kenya Industrial Estates (KIE) in 1967 marked a decisive step towards industrialisation. It was designed to spur economic growth and support small and medium enterprises (SMEs).

This laid the groundwork for developing the country's industrial base by offering critical financial and technical assistance to emerging businesses. The creation of KIE was aligned with the nation's broader objective of achieving sustainable industrial growth and economic diversification.

Founding President Jomo Kenyatta identified the need for a strong industrial base as essential for economic development, job creation, and reduction of dependence on imported goods.

The Kenya Industrial Estates aimed at providing financial support and technical guidance to businesses, particularly SMEs, as crucial drivers of economic activity and innovation.

The creation of the Kenya Industrial Estates was influenced by the need to address the economic disparities created by colonial rule. The industrial sector was underdeveloped and local entrepreneurs faced numerous entry barriers.

The government's objective was to create a more inclusive economy by empowering indigenous businesses.

This was crystallised in Sessional Paper No. 10 of 1965. It emphasised the importance of industrialisation as a key pillar for economic development.

The Ministry of Commerce and Industry was instrumental in crafting policies that would provide the necessary support to fledgling industries.

The Industrial Development Act of 1967 was one of the laws enacted to streamline the establishment and operation of industrial estates to ensure they met the strategic goals of fostering industrialisation and supporting SMEs. In its early years, KIE focused on

setting up industrial estates in strategic locations. The estates provided essential infrastructure, including factory spaces, utilities, and transportation links, which were crucial for the growth of industries.

Among the early beneficiaries of KIE's support were the Kenya Textile Mills (KTM) and Kenya Breweries Limited (KBL).

KIE faced challenges, including economic fluctuations and management issues. This prompted the government to introduce several reforms, most notably the Industrial Development Act of 1986, meant to streamline operations and align KIE's objectives with national economic goals.

The reforms modernised KIE's operations, enhancing its capacity to support industrialisation and SME growth.

It has contributed significantly to the diversification of the economy by empowering local industries and fostering innovation.

Today, KIE's legacy is evident in the growth of the manufacturing sector, the creation of jobs, and the overall economic development resulting from the robust support provided to SMEs.

The setting up of KIE in 1967 marked a milestone in Kenya's journey towards industrialisation.

As then Assistant minister J.M. Kariuki put it: "Our future lies in our ability to build industries that not only serve our needs but also compete on the global stage."

The vision that fuelled the creation of KIE continues to inspire and shape the industrial landscape today, contributing to economic transformation.

Milk and milk products: Established in 1931, the Kenya Cooperative Creameries, better known as KCC, was one of the earliest industries set up in Kenya and a key player in its industrial development.





Small and Medium Drivers of Economy

Vision 2030 identified SMEs as critical drivers of economic growth as it laid down the foundation for Kenya's economic transformation.



All in a day: A giant crane offloads cargo at the Special Economic Zone in Naivasha.

Small and medium enterprises (SMEs) are the backbone of Kenya's economy. They play a pivotal role in driving innovation, job creation, and economic growth.

The government has implemented policies to nurture the growth of SMEs to help alleviate poverty, reduce unemployment, and contribute to sustainable development. Significant achievements have been made in fostering an entrepreneurial ecosystem that supports SMEs.

SMEs account for about 40% of the GDP and employed 86% of the workforce in the private sector in 2019. The sector has diverse enterprises ranging from informal micro-businesses to more established medium-sized firms.

They operate in agriculture, manufacturing, retail, and services. The SMEs have been instrumental in

promoting economic growth by creating income-generating opportunities, particularly for women and youth.

The Kenya Government has taken deliberate steps to create a conducive environment for SME growth. Policies were designed to address access to finance, and markets, regulatory barriers and capacity building.

Vision 2030 laid the foundation for economic transformation, with SMEs identified as critical drivers of growth. The subsequent Medium-Term Plans (MTPs), particularly MTP II (2013-2017) and MTP III (2018-2022), emphasised the need to support SMEs to access to credit, innovation, and markets.

MTP II introduced initiatives such as the Kenya Youth Employment and Opportunities Project (KYEOP) in 2016, targeting youth-owned enterprises

with training, grants, and business development services. The plan also focused on enhancing access to markets through infrastructure development, such as roads and ICT, to boost SME operations.

MTP III promoted industrialisation and innovation. It highlighted the importance of SMEs in achieving the Big Four Agenda, particularly manufacturing and job creation. The plan also aimed to streamline regulations to reduce the cost of doing business for SMEs.

The Micro and Small Enterprises Act, 2012

A significant milestone in SME policy development was the enactment of the Micro and Small Enterprises Act in 2012.

This legislation established the Micro and Small Enterprises Authority (MSEA)



Informal sector: Jua Kali artisans in Nairobi County.

to oversee the coordination of SME development.

The MSEA was tasked with implementing policies and programmes to support the growth of micro and small enterprises, providing training, facilitating access to finance, and promoting market linkages. The Act also led to the creation of the Micro and Small Enterprises Fund to provide affordable credit to SMEs.

However, access to finance remained a significant challenge. Many SMEs still rely on informal sources of capital due to stringent lending conditions from formal financial institutions.

The Credit Guarantee Scheme (CGS) for SMEs set up in 2020 to encourage banks to lend to SMEs by providing partial guarantees on loans, thereby reducing the risk associated with lending to smaller enterprises. This initiative aimed to unlock over KSh100 billion (about \$900 million) in credit to SMEs over five years, boosting their growth prospects.

The policy measures implemented yielded notable achievements in SME growth and innovation, contributing to overall development.

There was a gradual improvement in the availability of credit for SMEs, particularly through government initiatives and microfinance institutions. By 2019, about 30% of SMEs had access to formal financial services, up from 25% in 2013. The establishment of mobile-based lending platforms such as M-Shwari and KCB

M-Pesa also revolutionised SME financing by offering quick loans.

Market access improved due to the expansion of e-commerce platforms such as Jumia and Kilimall, enabling SMEs to reach broader markets. The rise of digital payments through mobile money services such as M-Pesa eased business transactions, reducing costs and increasing efficiency for SMEs.

The 2010s witnessed a surge in innovation and entrepreneurship, driven by a vibrant tech ecosystem often referred to as the "Silicon Savannah."

Nairobi emerged as a hub for tech startups, with many SMEs leveraging technology to disrupt traditional business models.

The establishment of innovation hubs such as iHub and Nailab provided startups with the necessary resources, mentorship, and networking to scale up their businesses.

The Kenya Innovation and Entrepreneurship Project (KIEP), launched in 2017, enhanced the capacity of startups and SMEs in key sectors such as agriculture, manufacturing, and ICT. SMEs have continued to face significant challenges, hampering growth and sustainability.

Despite efforts to improve credit availability, many SMEs still could not secure loans from formal financial institutions due to high interest rates,

collateral requirements, and stringent credit assessments. The informal nature of SMEs also made it difficult for them to obtain formal credit.

Complex regulatory and taxation frameworks posed additional challenges. The cost and time associated with compliance, such as obtaining licences and permits, registering businesses, and tax regulations, were often prohibitive for small enterprises.

These were exacerbated by the lack of understanding of regulatory requirements among SME owners.

While market access improved through digital platforms, many SMEs still struggled to compete with larger firms in accessing lucrative contracts and tenders. The dominance of large companies crowded out smaller enterprises, limiting growth opportunities.

The influx of cheap imports, particularly from Asia, posed a significant threat to locally produced goods.

The 2010s marked a period of significant policy advancements and achievements in supporting SME growth. The progress made laid a strong foundation for the continued growth and development of SMEs.

As SMEs contribute about 40 per cent of GDP and employ a majority of the workforce, addressing these challenges will be realise the full potential of SMEs in driving economic transformation.



EPZs Take Kenya to Global Markets

President Kenyatta envisaged Export Processing Zones as paving the way to a dynamic export driven economy.

Introduced in 1978, the Export Processing Zones (EPZs), ushered in a new era of economic modernization. This pivotal initiative, championed by President Jomo Kenyatta, marked a significant shift towards export-led industrialization, aimed at attracting foreign investment, boosting exports, and creating employment opportunities.

President Kenyatta branded EPZs as representing not only opening doors to international investors but also paving the way for a dynamic export-driven economy and as a crucial step in diversifying Kenya's economic base and enhancing its global competitiveness.

President Kenyatta emphasized the broader economic implications of EPZs thus: "Our vision is to transform Kenya into a regional industrial hub. The EPZs will serve as catalysts for growth, enabling us to harness our potential and create job opportunities for our people. This initiative will help us achieve sustainable economic development and integrate Kenya into the global economy."

Kenyatta's Minister of Industry, echoed the President's sentiments saying

the, "Export Processing Zones are a testament to our commitment to economic innovation. By offering favourable conditions for foreign investors, we are not only encouraging investment but also fostering industrialization that will benefit our economy in the long term.

These zones are designed to be attractive hubs for international business, and we anticipate significant growth in export volumes and employment."

Then as now, the government expects the EPZs to create thousands of jobs and stimulate various sectors of Kenya's economy to provide a robust platform for local businesses to thrive and contribute to national economic goals. EPZs lead to increased foreign exchange earnings and a stronger industrial base.

EPZs have had a profound impact on Kenya's economy by:

1. Offering tax incentives and creating a business-friendly environment, Kenya has successfully attracted foreign investors, boosting the inflow of capital and expertise.

2. Generating thousands of employment opportunities and contributing to the reduction of unemployment and improving livelihoods for many Kenyans.
3. The focus on export-led industrialization led to a significant increase in Kenya's exports, enhancing Kenya's presence in international markets.

Kenya's ongoing efforts to modernize and expand its EPZs align with the broader goals of Vision 2030 and the Fourth Medium-Term Plan. These zones are poised to play an even more significant role in the country's future, driving innovation, creating jobs, and positioning Kenya as a competitive force in the global market.

As President Uhuru Kenyatta remarked in 2018: "Our EPZs are the engine of our industrial future. We must ensure that they not only thrive today but also adapt and grow to meet the challenges of tomorrow. By doing so, we secure our place in the global economy and guarantee prosperity for future generations."



Waste not: A Common Effluent Treatment Plant at Kinanie Leather Industrial Park in Machakos County.



Athi River Textile Hub.



Message from the Director-General

Competition Law Critical for Inclusive Economic Growth



The economic benefits that pertain from a free economy, where businesses compete on the merits, are numerous. Consumers access a variety of goods and services which meet their evolving needs through innovation and which can be purchased at competitive prices. Choice is a fundamental principle of the free economy; it enables consumers to deliberately support businesses that meet their needs and respect their rights as enshrined in the Constitution of Kenya.

For businesses, a competitive environment forces them to be nimble, innovative, and responsive to the needs and concerns of their clients. In addition, a business landscape where everyone plays by the rules, and those who don't are reprimanded, is an attractive investment destination for investors, both local and international.

Kenya's current economic positioning is borne of a Government decision, back in the late 1980s, to segue from a controlled to free economy. This led to the formation of the Competition Authority of Kenya which is tasked with the mandate of among others, controlling mergers, penalizing anti-competitive conduct by businesses, sanctioning big businesses that take advantage of small suppliers during negotiations, and ensuring that consumers' rights are respected.

The Authority is acutely aware that our understanding of some markets is not as elaborate as others, necessitating substantial research and data gathering. This rings true especially in evolving markets like digital platforms, algorithms, Big Data, e-commerce, artificial intelligence.

Market studies and inquiries shine a spotlight on these sectors, allowing us to flag and attend to competition or consumer welfare concerns from an informed perspective. Where the issue raised requires policy intervention by other Government agencies, we make appropriate recommendations.

Over the 13 years of our existence, the Authority has always been stationed in



David Kemei, the Director-General

Nairobi, with no county presence. This, we accept, can impede our delivery of services to Kenyans who may not be able to travel to, for instance, lodge a complaint against a business. It is for this reason that we have fully automated our services, providing Kenyans with two on-the-go alternatives (E-Filing Portal or Mobile App) to engage us. This is in line with the Government's vision of leveraging technology to bring services closer to the people.

These are just some of the contributions that the Authority has had on our

The Authority is acutely aware that our understanding of some markets is not as elaborate as others, necessitating substantial research and data gathering.

economy, and which are elucidated in the next few pages. We remain thankful to our parent ministry, the National Treasury, for the continued financial and technical support to execute this very key mandate of creating efficient markets for Kenyan consumers.

Evolution of Competition Law and Policy in Kenya

Kenya began pivoting towards a free market in the 1980s, and at the turn of that decade, the Restrictive Trade Practices, Monopolies and Price Control Act came into force. This legislation created the Monopolies and Prices Commission, a Department within the Ministry of Finance, which mainly regulated mergers and acquisitions and restrictive trade practices to limited extent. The Government's Economic Recovery Strategy covering 2003 – 2007 noted that to achieve improved competition in markets, there was need to, among others, enact relevant laws supportive of competition, harmonizing competition policy with sectoral regulatory laws, give the competition agency more autonomy, and budgetary support to build institutional capacity.

The reforms that followed led to the enactment of the Competition Act No. 12 of 2010 (now the Competition Act CAP 504) and the establishment of the Competition Authority of Kenya (the Authority) in August 2011. The initial setbacks included low staffing levels and budgetary constraints, limiting the scope of enforcement initiatives and its impact. In addition, many businesses had normalized anti-competitive practices like price fixing and cartelization were keen on continuing with the now illegal conduct. In the formative years, the Authority prioritized building internal capacity in terms of recruitments and creating awareness regarding its mandate among key stakeholders.

In the Authority's first four-year Strategic Plan, which lapsed in June 2017, the priority areas included developing and implementing guidelines on competition law enforcement, enhancing consumer welfare, conducting market research, sector studies and advocacy and awareness creation. Between June 2017 and June 2021, the Authority focused on enforcement against anti-competitive conduct, taking into consideration emerging issues. Focus over the past four years has been on increasing impact of our enforcement actions with regard to sanctioning abuse of buyer power, anti-competitive conduct especially cartels, and intervening against consumer welfare

infringements that affect a high number of citizens. The Authority has also stepped up the use of research to inform decisions and increased its awareness creation and advocacy initiatives to enhance compliance. In 2014, the Act was amended to introduce the leniency programme facilitating undertakings participating in cartel activities to cooperate the Authority during investigations in exchange for immunity.

Two years later, further amendments empowered the Authority to compel reluctant undertakings to, upon request, provide information during an inquiry or sectoral study. Further, abuse of buyer power (ABP) provisions were incorporated in the Act to address the plight of suppliers being oppressed by big businesses. In 2023, the Authority initiated the process of amending the

Competition Act to accommodate learnings from our enforcement, infuse international best practice, and expand the scope of the law in order for better mandate execution. Some of the proposed legislation seeks to address new areas of enforcement such as digital markets (global platforms) and superior bargaining position. The Authority anticipates that this law-making process will be completed by end of June 2025.

Going forward, the Authority will be focus on, among others, how to partner with African competition agencies to harmonize their legal frameworks to facilitate economic integration under the African Continental Free Trade Agreement (AfCFTA) and with the East African Community Competition Authority.

UNDERSTANDING COMPETITION & CONSUMER PROTECTION LANDSCAPE THROUGH RESEARCH

The Authority has over the last thirteen years, conducted fourteen (14) market inquiries, which have either resulted in policy changes, advocacy initiatives or enforcement action. Below is a sample of the inquiries & their impact;

INQUIRY	YEAR	GENERAL OBJECTIVE	OUTCOME
Agriculture Sector			
1. Tea Market	2013	To identify anti-competitive conduct, competition constraints	<ul style="list-style-type: none"> Eliminated entry restrictions, allowing new investors in the purple tea sector Facilitated investments in new tea factories and the introduction of new technologies in the tea sector
1. Fertilizer market	2015	<ul style="list-style-type: none"> To identify any anti-competitive conduct, competition constraints and consumer protection issues within the market for fertilizer Assess impact of the Government's subsidy programme on competition 	<ul style="list-style-type: none"> Investigation into the sector were initiated and compliance orders issued Advocacy initiatives in terms of compliance to create awareness to members on the need for competition in the sector
Manufacturing Sector			
2. Cement Sector	2014	Assess the market dynamics including barriers to entry	<ul style="list-style-type: none"> Annual consumer savings KES 1.4 Billion between 2017 and 2019 and KES 3.1 Billion in 2019
3. Retail Market	2017	To assess the level of competition, consumer protection concerns and the regulatory framework in the retail sector	<ul style="list-style-type: none"> Amendment of the Buyer Power provisions in the Competition Act, implementation of which has resulted in recovery of over Ksh. 3.5 billion shillings in delayed payments to SMEs Development of Retail Code of Conduct
Financial Sector			
4. USSD service	2016	To determine whether the provision of USSD services leads to constraints in competition in financial services and related markets and identify other concerns relating to consumer protection	<ul style="list-style-type: none"> Reduction of USSD cost from KES 10 per transaction to KES 1
5. Banking Sector Market Inquiry – Phase II	2017	To understand the demand side competition and consumer protection concerns	<ul style="list-style-type: none"> Policy changes requiring the all banks to report credit information, both positive and negative to the credit reference bureau Implementation of interoperability frameworks
6. Digital Credit Market	2020	To identify and address potential consumer protection concerns in the regulated and unregulated digital credit markets	<ul style="list-style-type: none"> Recommendations have been adopted by CBK and will form part of regulation once the Bill has been enacted
7. Food and Grocery Delivery Platforms Market Study	2023	To identify and address potential competition and consumer protection concerns in the platforms Market	<ul style="list-style-type: none"> Recommendation for market surveillance on competition and consumer issue noted Advocacy to platforms Review of the Competition Act



Merger Control in Kenya: Facilitating Economic Growth

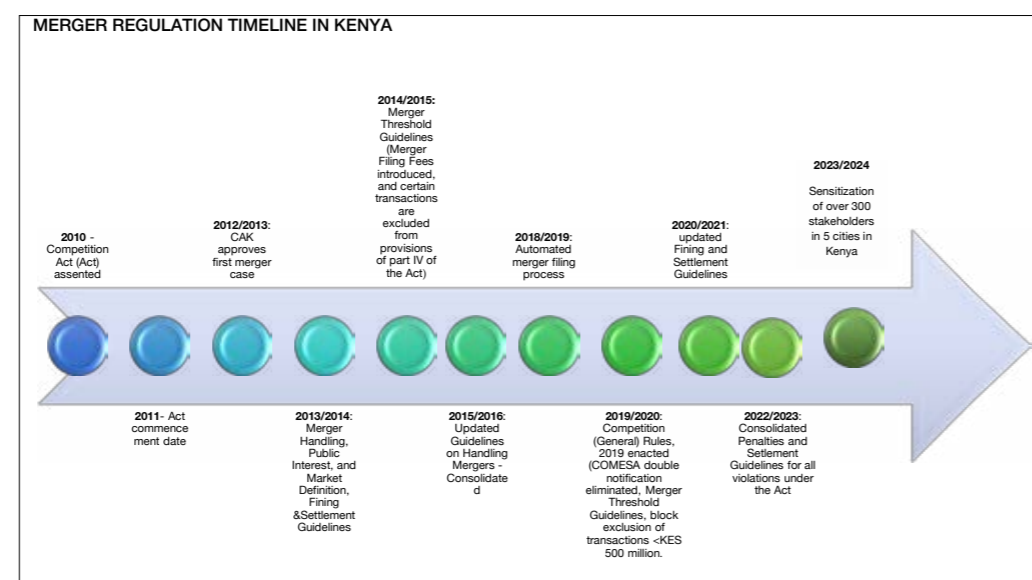
The Authority's role of merger control is geared towards promoting and safeguarding competition in the Kenyan economy thereby creating efficient markets for consumers. Through regulation of mergers, the Authority ensures that firms do not acquire, enhance or preserve dominant positions (market power) which can be used to the detriment of competitors or consumers.

Merging parties whose combined turnover or assets, whichever is higher, is over Ksh. 1 Billion are required to seek approval from the Authority prior to implementing the proposed transaction. Pursuant to section 42(1) of the Act, the Authority has developed the Merger Threshold Guidelines with the objective of excluding benign mergers from provisions of the Act and supporting the growth and competitiveness of Micro, Small and Medium Enterprises. The excluded mergers fall into two categories – a) exclusions that do not require the Authorities approval i.e. where the combined turnover/assets of the parties is less than KES 500 Million; and b) exclusions that require the approval of the Authority i.e. where the combined turnover/ assets of the parties is above KES 500 Million but less than KES 1 Billion.

In assessing a merger, the Authority identifies the relevant market in which the parties to a merger operate and conducts the competition and public interest test. The former assesses whether the proposed transaction is likely to lead to substantial lessening of competition. To answer this question, the Authority interrogates the projected resultant market share of the merged entity and whether a firm is likely to acquire, increase or preserve its dominance or is likely to acquire a monopoly position. Firms can use their dominance or monopoly to harm their competitors, consumers and suppliers. The public interest test complements other government policies by looking at how a merger is likely to affect employment, ability of small firms to compete or gain access to markets, ability of national firms to compete in international markets and ability of firms to innovate or be more efficient.

The excluded mergers fall into two categories – a) exclusions that do not require the Authorities approval i.e. where the combined turnover/assets of the parties is less than KES 500 Million; and b) exclusions that require the approval of the Authority i.e. where the combined turnover/ assets of the parties is above KES 500 Million but less than

KES 1 Billion.



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Protecting SMEs From Exploitation by Powerful Businesses

Around 2014, Kenya's thriving retail sector was upended, following the exit of two leading supermarket chains that had a national and regional presence with a combined business size of over 100 branches. While public discourse points to possible management lapses as a cause of the collapse, a thorough interrogation unearthed various unfair practices like delayed supplier payments, transfer of commercial risks and costs to suppliers and unilateral termination of supply contracts.

This led to the amendment of the Competition Act (the Act) in 2016 to incorporate Abuse of Buyer Power and, in 2019, the creation of a Buyer Power Department to provide enhanced oversight powers to manage buyer power abuses.

Most Kenyan suppliers are Micro, Small, and Medium Enterprises (MSMEs), who often suffer from various abuses from businesses on whom they are economically dependent. MSMEs are cash-centric business and, therefore, abuse of buyer power such as through delaying payments forces them to face challenges such as cutting back on innovation, capital investments, hiring and expansion. These significant trade-offs can cause businesses to shut down.

Through enforcement of Buyer Power provisions of the Act, the Authority has over the past five years facilitated recovery of over Ksh. 3.006 Billion shillings in delayed payments to suppliers, which has supported increased liquidity for the suppliers and ensured their continued sustainability and participation in markets. As a direct effect of the Authority's enforcement in 2021, over 1,000 jobs in the insurance sector (motor vehicle assessor and garages) were salvaged.

The Authority also facilitated the development of a Retail Sector Code of Practice (the Code) which was gazetted in June 2021, to promote self-regulation and dispute resolution among players in the retail sector. Since operationalization of the Code, cases relating to abuse of buyer power in the retail sector reduced to 4% of all cases investigated by the Authority in FY 23/24 down from 28% in FY 19/20 and

CAK's INNOVATIVE APPROACHES TO COMPETITION EN-FORCEMENT

In today's connected World, online-based customer service portals are more of a requirement than a fancy operational feature for organizations. Both public and private sector players must embrace this "self-service" age; as this in practice means the difference between satisfied and dissatisfied customers as well as attainment of organizational goals.

Today, there is a much greater level of interaction unlike previous systems which only facilitated users to perform very simple tasks such as efficient accessing of documents.

Online portals now enable customers to interact with an organization's customer support processes. Rather than calling customer support, a client can input their request, remotely track the resolution, and access a wide amount of information on a single platform.

Aligned with this reality, the Authority in September 2020 launched its E-Filing Portal - <https://competition.cak.go.ke/444/>.

The Portal provides clear and user-friendly guidance to our stakeholders to file applications from any geographic location,

at any time and without the hassle of moving physical copies of documents.

Applications which are filed online are; filing of mergers and exemptions as well as registering restrictive trade practices, abuse of buyer power and consumer complaints. Further, our stakeholders can pay for the requested services seamlessly through the whole-of-government approach through the e-citizen platform which is integrated with the Authority's portal. Our members of staff can access the cases at any time, leading to a significant reduction in the turnaround time.

Softcopy filings also occasioned a reduction in costs both for customers and the Authority, therefore promoting considerable operational efficiency. In addition, stakeholders remotely track the progress of their matters and raise inquiries, where necessary. Over the past four years, over 1,500 cases have been received through the E-Filing Portal.

In a February 2022, the Authority made further inroads in democratizing access to its services by launching a mobile application on iOS and Android platforms.

the sector hitherto rocked by market exits has stabilized.

Going forward, the Authority will continue to prioritize raising awareness among businesses regarding this key facet of competition law enforcement, increasing market surveillance of sectors experiencing or likely to experience cases of abuse of buyer power, and facilitate self-regulation by market players through facilitating publishing of sector-specific codes and formulation of template/sample contracts.

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Competition & Consumer Protection Law Digest



CHAPTER 11

Devolution





A Star of the Constitution

Each county has a considerable degree of autonomy, with powers and responsibilities spelt out in the constitution.



New era: President Mwai Kibaki holds aloft the 2010 Constitution at its promulgation at Uhuru Park in 2010.

A key feature of the Constitution of Kenya 2010 is the devolution of power, aimed at decentralising governance and enhancing local development. This shift brings people closer to their government, improves service delivery, and promotes equitable development across the country.

The struggle for a new constitutional order was partly fuelled by the need to disperse power from the centre to the regions because its concentration at the centre marginalised many communities.

The infamous 2007-2008 post-election violence underscored the urgency for a governance system that fosters inclusiveness and addresses historical injustices.

The 2010 Constitution of Kenya established a two-tier government system

consisting of the national government and 47 county governments. Each county has a considerable degree of autonomy, with powers and responsibilities clearly outlined in the Fourth Schedule of the Constitution.

Key institutions established to support devolution included the Senate, responsible for representing counties at the national level, and the Commission for Revenue Allocation (CRA), tasked with ensuring equitable distribution of resources

The primary objectives of devolution in Kenya include, but are not limited to:

1. By bringing government closer to the people, devolution aims to enhance transparency, accountability, and public participation in governance.

2. Decentralization was seen as a means to address ethnic and regional disparities, promoting unity and social cohesion.
3. Devolving functions and resources to counties aims to improve the efficiency and accessibility of public services.
4. By empowering local governments, devolution aims to spur economic growth and development at the grassroots level.

The implementation of devolution requires significant financial resources. The constitution mandated that at least 15 per cent of national revenue be allocated to county governments.

However, in practice, counties have often received a higher share, reflecting the



Briefing: The chairman of the Council of Governors, Ahmed Abdullahi, flanked by some members, addresses a news conference.

commitment to support local governance. In the fiscal year 2013/2014, the first full year of devolution, counties received KSh 210 billion (approximately USD 2.1 billion).

Successes of Devolution

Since its inception, devolution has had several notable successes:

- 1. Improved Service Delivery:** Counties have taken significant strides in improving healthcare, education, and infrastructure. The construction and equipping of new health facilities, expansion of road networks, and enhanced access to clean water are among the tangible benefits witnessed.
- 2. Economic Growth:** Devolution has stimulated local economies by encouraging investments in agriculture, tourism, and small and medium-sized enterprises (SMEs). Counties like Makueni have become models for successful local governance, with initiatives that have boosted agricultural productivity and agro-processing.

- 3. Enhanced Public Participation:** Citizens have more opportunities to engage with their leaders and influence decision-making processes. This has fostered a sense of ownership and accountability in governance.
- 4. Equitable Resource Distribution:** The CRA's formula for revenue allocation ensures that previously marginalised regions receive a fair share of national resources to promote balanced regional development.

Despite these successes, devolution in Kenya has faced several challenges such as:

- 1. Capacity Gaps:** Many counties have struggled with inadequate human and technical capacity to effectively manage devolved functions. This has affected the quality of service delivery and project implementation.
- 2. Political Interference:** Tensions between national and county governments, often driven by

political interests, have hampered the smooth functioning of devolved units. Conflicts over resource allocation and administrative control have been common.

- 3. Fiscal Constraints:** While counties receive substantial funding, delays in disbursements and insufficient allocations relative to needs have constrained their ability to deliver services and undertake development projects.

The full potential of devolution has yet to be realised. Addressing the challenges of corruption, capacity gaps, and political interference remains critical to ensuring the success of devolved governance.

Looking ahead, strengthening institutions, enhancing accountability mechanisms, and building the capacity of county governments are essential steps towards achieving the goals of devolution.

Continued commitment from both the national and county governments, as well as active citizen engagement, will be vital in sustaining the gains made and addressing the persistent challenges.



Investing in County Industrial Parks

In an ambitious stride toward transforming Kenya's industrial landscape, the County Aggregated Industrial Parks (CAIPs) initiative represents a significant opportunity for investors seeking to tap into the growing manufacturing sector.

As part of a broader strategy to enhance economic development and export-led growth, CAIPs aim to foster industrialization at the county level, creating a sustainable environment for local and foreign investors.

Vision for Industrial Growth

The CAIPs initiative is backed by a robust allocation of KSh4.7 billion from the National Treasury for the 2023/24 financial year, aimed at establishing industrial parks in 18 counties. Although the budget was slightly reduced to KSh 4.41 billion during a supplementary budget in November 2023, the commitment from 40 counties to set aside KSh 250 million each for

the initiative underscores the local governments' determination to propel industrialization.

This initiative is not just about constructing buildings; it's a comprehensive approach to creating ecosystems that nurture manufacturing, innovation, and job creation. By facilitating industrial aggregation, CAIPs will enable small and medium-sized enterprises (SMEs) to thrive by providing shared resources, infrastructure, and access to markets.

Strategic Development and Implementation

As of December 2023, significant progress has been made in the implementation of CAIPs. The Ministry of Investments, Trade and Industry, in collaboration with the Council of Governors, has developed standard designs, bills of quantities, and tendering documents. This groundwork is crucial for ensuring that the parks are built to

specifications that meet international standards, thereby attracting high-quality investment.

Ground-breaking ceremonies have already taken place in 17 counties, including Bungoma, Mombasa, and Kisii, marking the beginning of a transformative journey toward industrialization. The establishment of the National Steering Committee and the National Technical Implementation Committee ensures that there is a structured approach to governance and oversight of the project.

Why invest in CAIPs

Investors looking for lucrative opportunities will find CAIPs particularly attractive for several reasons:

- 1. Government Support:** The initiative is a government-backed project, which provides a level of security and assurance for investors. The Kenyan government's commitment to



Grains: Rice Storage in Kirinyaga County. (Courtesy; Vision 2030)



Spurring industry: The newly constructed Uhuru Business Park Complex in Kisumu City. (Courtesy; Vision 2030)

enhancing manufacturing capacity creates a favorable regulatory environment.

2. Infrastructure Development:

CAIPs will provide essential infrastructure, including roads, utilities, and communication networks. This not only reduces the initial investment burden for businesses but also enhances operational efficiency.

3. Access to Local Markets:

With the majority of the population engaged in agriculture, CAIPs will facilitate the processing of raw materials locally. This means that investors can capitalize on the vast agricultural resources in the region while contributing to value addition, which is crucial for economic development.

4. Job Creation:

By investing in CAIPs, businesses will contribute to job creation and skill development within the local communities. This not

only improves the livelihoods of residents but also fosters a consumer base for the goods produced.

5. Strategic Location:

The selected counties for the CAIPs are strategically located to maximize access to both local and international markets. This positioning is ideal for export-oriented businesses looking to penetrate regional and global markets.

The success of CAIPs will depend on the collaborative efforts between the government, local authorities, and the private sector. The Ministry plans to engage key stakeholders in feasibility studies and regional economic blocks to develop viable business plans tailored to each county's unique resources and strengths.

This inclusive approach ensures that the parks meet the specific needs of businesses while also aligning with national economic goals.

Overcoming Challenges

While the initiative holds great promise, it also faces challenges, including financial constraints and delays in fund disbursement. However, the ongoing commitment from the National Treasury and local governments to prioritize CAIPs in future budgets highlights a collective resolve to overcome these hurdles.

The County Aggregated Industrial Parks initiative is a game-changer for Kenya's industrial sector, poised to transform the economic landscape through enhanced manufacturing capabilities and sustainable growth.

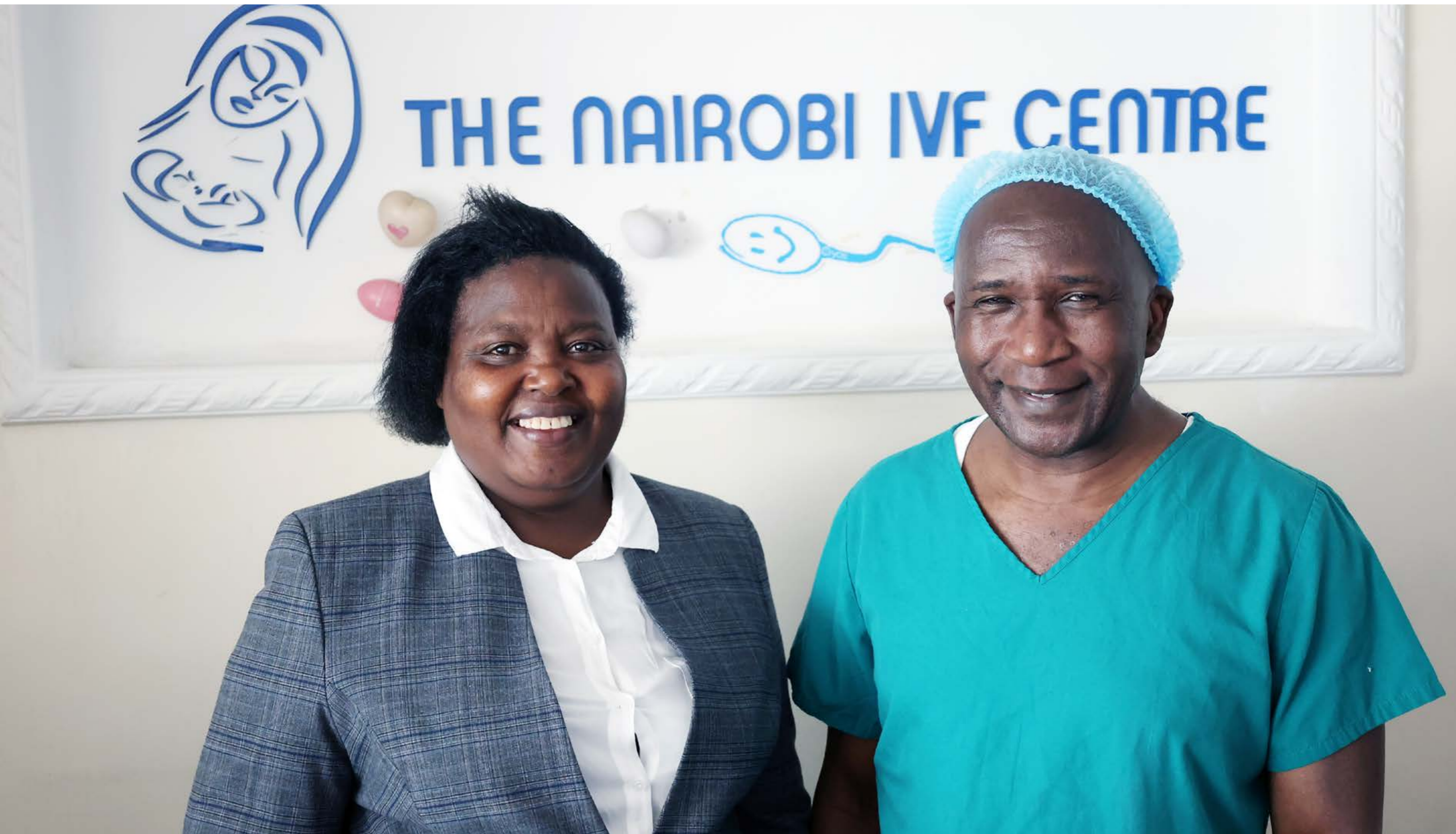
For investors, CAIPs offer a unique opportunity to be part of a movement that is not only focused on profit but also on fostering community development and economic resilience.

As the country embraces this new industrial era, the prospects for success are bright, making now the perfect time to invest in Kenya's future.



CHAPTER 12

Health





Centre of Hope and Joy

The Nairobi IVF Centre has brought happiness to many around the world, and the founders are happy to make a difference in people's lives.



Iron Chef: This machine performs in eight hours what several people can accomplish in two weeks.

The Nairobi IVF Centre is Kenya's pioneering and respected in-vitro fertilisation (IVF) hospital, with referrals from across the African continent and beyond. The centre receives patients from Europe, the Americas, Asia, Canada and Australia.

IVF is the process by which eggs are collected from ovaries, fertilised by a sperm in a laboratory dish and the resulting embryo implanted in a uterus. The fertilisation and placement of the (fertilised) egg in a uterus birthed the term test tube baby.

IVF is regarded as a treatment for infertility and is also known as Assisted Reproductive Technology (ART). Persons seeking reproduction benefit from this technology. The Nairobi IVF Centre is the brainchild of Dr Joshua Noreh, an obstetrician-gynaecologist, and his



Next Generation Sequencer: Technology that supports advanced reproductive health research and clinical applications.

wife Joy, a nurse and biotechnologist. The centre is a reward for the hard-working couple's pursuit of a scholarly and practical solution to the challenge of infertility. The Nairobi IVF Centre has brought satisfaction to Dr Noreh and Joy Noreh, who continue making a difference in the lives of Kenyans and nationals of other countries by continuously updating the centre with current technology.

The breakthrough came on May 8, 2006 when Kenya's first two test tube babies were born. It was the news story that both stopped and riveted the nation. It was the story that spellbound men and women, young and old, from north to south and from east to west: the babies were conceived in the laboratory and implanted in a womb. The centre has not looked back since.

With a patient list of more than 1 million since 2006, the centre has brought, and continues to bring, joy to couples and single parents alike. The centre contributes to Kenya's growing medical or health tourism, earning the country foreign exchange. It has helped reduce travels overseas to seek IVF treatments and child trafficking as well as separations and divorces linked to childlessness.

Referrals from the region and the rest of Africa and beyond attest to the centre's established and still growing reputation. It is a reputation that has largely been built by word of mouth often from those to whom the hospital has brought the joy of becoming pregnant where previously they could not conceive, carrying the pregnancy to term and giving birth.

The Nairobi IVF Centre is a technology driven facility. Its unique laboratories boast the latest equipment at the cutting edge of Assisted Reproductive Technology. The laboratories and equipment are designed for efficient delivery of results in regard to fertilising eggs with processed sperm to make embryos, implanting embryos and cryo preservation (the process of freezing tissue cells for future use). The labs and equipment are integral to the delicate procedures and processes that bring life, motherhood and fatherhood to often long-suffering people. The

centre has technology that is crucial in Pre-implantation Genetic Diagnosis Screening and Testing (PGS/D/T). This is a technique used to identify and isolate genetic and or chromosomal defects in embryos created through IVF before their transfer into uteri. Most inherited diseases are chromosomally linked.

Understanding risk factors for inherited genetic disorders is a crucial step in evaluating reproductive options. Expanded Carrier Screening (ECS) and Pre-implantation Genetic Testing (PGT) play a pivotal role in identifying potential genetic risks, thus increasing the probability of successful pregnancies, and ensuring healthier future generations.

The Ion Torrent Genestudio Platform, combined with CarrierSeq solutions and monogenic disease panels, provide precise and scalable next-generation sequencing (NGS) technology that supports advanced reproductive health research and clinical applications.

The Ion Torrent Genexus and GeneStudio platforms have revolutionised genetic testing and molecular diagnostics, particularly in reproductive health and

oncology. These technologies enable fast, accurate, and scalable next-generation sequencing (NGS), delivering actionable insights across diverse applications.

In reproductive health, Ion Torrent's PGT-A (Preimplantation Genetic Testing for Aneuploidy) ensures improved embryo selection, enhancing IVF success rates. PGT-M (Monogenic Disorders) detects specific genetic mutations, enabling the selection of embryos free from inheritable conditions. Additionally, carrier screening identifies individuals at risk of transmitting genetic disorders, promoting informed reproductive decisions.

In oncology, Ion Torrent platforms excel in analysing gynaecological cancers, solid tumours, and liquid biopsies. The ability to detect mutations from minimal DNA inputs, such as circulating tumour DNA (ctDNA), makes liquid biopsies a less invasive alternative for cancer monitoring and treatment planning.

Hemato-oncology and immunological cancers also benefit from precise detection of complex mutations, fusion genes, and expression markers, guiding personalized therapeutic strategies.



Genexus: This technology has revolutionised genetic testing.



A major advantage of Ion Torrent technologies lies in the integrated OncoPrint Knowledge Reporter. This tool connects sequencing data to curated databases of clinical evidence, accelerating variant interpretation and simplifying reporting. Coupled with the Genexus system's fully automated workflow, which spans library preparation to reporting in a single day, these platforms significantly reduce turnaround times while maintaining high sensitivity and accuracy.

These technologies empower clinicians and researchers to deliver tailored, data-driven care in reproductive health and oncology, improving patient outcomes and advancing precision medicine. The CarrierSeq solution enables comprehensive carrier screening by analysing a broad spectrum of known recessive genetic conditions that could be passed to offspring. This includes disorders such as cystic fibrosis, Tay-Sachs disease, and spinal muscular atrophy (SMA). By identifying carriers of these conditions early, reproductive specialists can offer informed options to prospective parents, reducing the likelihood of genetic disorders in newborns.

For couples undergoing IVF, Preimplantation Genetic Testing for Aneuploidy (PGT-A) and Preimplantation Genetic Testing for Monogenic Disorders (PGT-M) offer critical insights. PGT-A screens embryos for chromosomal abnormalities that may lead to implantation failure, miscarriage, or developmental disorders such as Down syndrome (trisomy 21), Edwards syndrome (trisomy 18), and Turner syndrome. By selecting chromosomally normal embryos, PGT-A increases IVF success rates and improves overall pregnancy outcomes.

PGT-M, on the other hand, is instrumental in identifying single-gene (monogenic) disorders, such as sickle cell anemia, thalassemia, Huntington's disease, and Duchenne muscular dystrophy.

For example, in sickle cell anemia—an inherited blood disorder characterised by abnormal hemoglobin—PGT-M enables precise genetic screening, ensuring that embryos selected for transfer do not carry the disease-causing mutation. This not

only reduces the risk of passing severe genetic disorders to offspring, but also allows for targeted reproductive planning. The Ion Torrent Genestudio and Genexus Platforms provide an efficient, automated workflow, enabling rapid, high-throughput sequencing for carrier screening, aneuploidy detection, and monogenic disease analysis. This seamless integration of NGS technology into reproductive medicine ensures enhanced diagnostic accuracy, increased IVF success rates, and improved child health outcomes.

The centre also does Intracytoplasmic Sperm Injection (ICSI), Testicular Sperm Aspiration (TESA), Targeted Gender Selection, embryo hatching and other intra-uterine inseminations (IUI). There are several reasons why women may not carry a pregnancy and, therefore, require surrogacy. Surrogacy is the provision of eggs by one person to another for purposes of reproduction.

Surrogacy is supported by a legal agreement, whereby a woman (the surrogate mother) agrees to bear a child for another person or persons, who will become the child's parent(s) after birth. It is basically the practice whereby one woman carries a child for another with the intention that the child should be handed over after birth.

What are the reasons for surrogacy?

Absence of uterus. Either congenital (MRKH Syndrome – underdeveloped or absent vagina and/or uterus) or acquired (hysterectomy or complete removal of the uterus).

Significant uterine diseases including bicornuate uterus (uterine malformation - heart shaped), fibroids, polyps, severe endometriosis, Asherman syndrome (scar tissue in the uterine cavity) etc.

Repeated IVF failure

- Implantation failure, recurrent pregnancy loss etc
- Absolute medical contraindication to pregnancy
 - Due to certain conditions in the mother, the fetus, or both, for example, pulmonary hypertension, cancer, multiple organ donor/recipient, heart disease
 - Biological inability to conceive or bear a child and age.



The Sperm Sorter: It is just one of the many state-of-the-art equipment at the Nairobi IVF Centre.

There are two types of surrogacy - traditional and gestational surrogacy. In traditional surrogacy the woman who carries the baby (host) is also the provider of the Oocyte (egg). The host is usually the biological mother of the child and, therefore, the legal mother.

It is achieved through direct physical contact with sperm provider or through ART. It is guided by a gentleman's agreement which does not require enforcing and usually happens in a family set up.

In gestational surrogacy, the child is not biologically related to the surrogate mother, who is often referred to as a gestational carrier. Instead, the embryo is created via in vitro fertilisation (IVF), using the eggs and sperm of the intended parents or donors, and is then transferred to the surrogate.

This form of surrogacy is sometimes also called host surrogacy or full surrogacy. In most cases, at least one intended parent is genetically related to the child. It was first achieved in April 1986.

The Nairobi IVF Centre enters a legal agreement, a surrogacy agreement, before the treatment is done. Apart from surrogacy agreement, the centre also does health screening of the surrogates and carries out background checks on them.

A surrogate has to be someone who has given birth before, must be above 25 years of age and must be psychologically assessed. The centre must ascertain why she wants to be a surrogate and rule out a psychological disorder or a desire to carry someone's baby for financial gain.

The police and the chief must be informed and the surrogate must give the

centre a report of good conduct from the former. The child is given to the couple at birth. Compensation is supposed to be made through the lawyers before the child is born. Sperm donation is also done at the Nairobi IVF Centre.

A donor does not give conditions for his or her donation and must be willing to be tested at random before the egg or sperm is used. The centre may summon the donor at any time if it finds that he or she is infected with a disease. The centre does not give fresh sperm; it has a sperm bank and frozen eggs.

The Nairobi IVF Centre provides genetic disease checks. There must be medical evidence of hormonal imbalance or hereditary disease for one to be a recipient of eggs or sperm. For every procedure undertaken, the centre ensures consent is given. All patients,

including egg and sperm donors, surrogates and patients for infertility, must have a counselling session with the centre's psychologist.

EGG DONATION

- Age (18 - 25)
- Non – Smoker
- Genetic Disease check
- No birth control use
- University student
- Consent needed
- Hormonal test
- Health screen

SPERM DONATION

- Age (18 – 35)
- Average weight
- Genetic disease check
- Health screen
- University student
- Consent needed



Covid Response and Recovery

Several economic stimuli packages and resilience measures were put in place to mitigate the impact of the pandemic on businesses and livelihoods.



Shot in the arm: A healthcare worker vaccinates a resident of Dagoretti during a nationwide Covid-19 mass vaccination drive.

The Covid-19 pandemic that broke out in early 2020, triggered an unprecedented economic and social crisis that threatened to derail the country's progress. There were major business disruptions, loss of livelihoods, and a sharp economic decline. The government launched a series of economic stimulus packages and resilience measures to mitigate the impact of the pandemic on businesses and livelihoods.

The impact on the economy was swift and severe. It resulted in widespread business closures, disruptions in supply chains, and a sharp contraction in key sectors such as tourism, manufacturing,

and agriculture. According to the Kenya National Bureau of Statistics (KNBS), the economy contracted by 5.7 per cent in the second quarter of 2020. It was the first recession in nearly two decades. The tourism sector, which is a major foreign exchange earner, was particularly hard hit, with international arrivals declining by over 70 per cent due to travel restrictions.

The manufacturing sector suffered disruptions in the supply of raw materials and reduced demand for non-essential goods. The agricultural sector, though more resilient, experienced declines in export revenues, particularly for horticultural products.

The pandemic led to a loss of over KSh 560 billion (\$5.2 billion) in economic output in 2020, with massive job losses. The government implemented a series of economic stimulus packages to cushion businesses and households from the worst effects.

In April 2020, then President Uhuru Kenyatta announced a KSh53.7 billion (\$500 million) economic stimulus package. It was later expanded to KSh56.6 billion (\$ 528 million). This package targeted key sectors such as health, education, agriculture, and infrastructure to sustain economic activity and protect livelihoods.

The stimulus package's *Kazi Mtaani* (Work in the Neighbourhood) initiative provided short-term employment opportunities for thousands of young people in urban areas through public works programmes. It also provided much-needed income for vulnerable households and improved urban infrastructure.

The government introduced tax-relief measures to support businesses and individuals. The Value Added Tax (VAT) rate was slashed from 16 per cent to 14 per cent. The corporate income tax rate was lowered from 30 per cent to 25 per cent, and the Pay-As-You-Earn (PAYE) tax rate for individuals earning less than KSh24,000 per month waived. These measures were designed to reduce the tax burden on businesses and households.

The funding for the Covid-19 economic response came from a combination of domestic resources, international aid, and loans from multilateral institutions. The government cut non-essential spending and reallocated funds from the national budget to finance the stimulus packages.

Financial support came from international partners, including the International Monetary Fund (IMF), the World Bank, and the African Development Bank (AfDB). In May 2020, the IMF approved a \$739 million Rapid Credit Facility (RCF)

to support Kenya's response to the pandemic. The World Bank provided \$1 billion in budget support and an additional \$ 50 million to strengthen the health sector's response to Covid-19. The AfDB contributed \$225 million under its Covid-19 Response Facility.

The government enacted several legislations including the Covid-19 Emergency Response Act of 2020 which provided a legal framework for the establishment of a Covid-19 Emergency Response Fund to mobilise resources from both public and private sectors.

The Public Finance Management (Covid-19 Emergency Response Fund) Regulations, 2020, were enacted to guide the management and utilisation of the funds raised under the emergency response initiative. These regulations ensured transparency and accountability in the use of public funds during the crisis.

The government also introduced policies aimed at enhancing the resilience of the economy. The Central Bank of Kenya (CBK) implemented measures to ensure liquidity in the financial system.

They included lowering the Central Bank Rate (CBR) from 8.25 per cent to 7.25 per cent and reducing the Cash Reserve Ratio (CRR) from 5.25 per cent to 4.25 per cent to encourage lending to businesses and households.

The Road to Recovery

Several challenges emerged during the implementation of the economic stimulus packages. One was the limited fiscal space, which constrained the government's ability to provide adequate support to all sectors. The pandemic exposed existing vulnerabilities in the healthcare system, social safety nets, and infrastructure, highlighting the need for long-term investments.

There were delays in disbursement, corruption, and inefficiencies in targeting the most vulnerable populations. Economic recovery was hampered by restrictions and the slow pace of global economic recovery of key sectors such as tourism and exports. However, by the end of 2021, there were signs of recovery as vaccination campaigns were rolled out and restrictions gradually lifted.

The GDP growth rebounded to 5 per cent in 2021, driven by the recovery of key sectors such as agriculture, manufacturing, and services.

While the pandemic caused substantial economic losses and exposed vulnerabilities, the resilience measures put in place helped to mitigate the impact and set the stage for recovery.

The lessons learnt will be crucial in shaping policies and strengthening the country's preparedness for future crises.



Kenyatta National Hospital: It is th region's largest referral facility, attesting to the commitment of the government to provide universal healthcare.



Building a Healthy Nation

The government has invested substantially in upgrading the healthcare infrastructure and expanding access to medical services.

The health sector has undergone ambitious reforms with substantial investments to expand access to healthcare services. These reforms have had profound impacts on the nation's health landscape.

The journey began with the promulgation of the Constitution of Kenya in 2010, which guaranteed health as a fundamental right.

Legislative and Policy Framework

1. Constitution of Kenya 2010, which came into effect in August 2010, recognised health as a constitutional right. This recognition was a crucial step in aligning health policies with human rights standards and ensuring that healthcare services are accessible to all Kenyans.

2. The Health Act of 2017 was a significant piece of legislation aimed at consolidating various health-related laws into a coherent framework. It sought to streamline healthcare delivery, establish clear roles and responsibilities for different levels of government, and ensure health services are equitable.

3. Universal Health Coverage (UHC) Policy was aimed at ensuring that all Kenyans have access to essential health services.

A substantial increase in investments was meant to upgrade healthcare infrastructure and expanding access to medical services:

1. Between 2013 and 2019, the government invested KSh52

billion (\$480 million) in building and upgrading hospitals. This included the establishment of new county referral hospitals, district hospitals, and health centres;

2. The government allocated KSh10 billion (\$90 million) to equip hospitals with state-of-the-art diagnostic and treatment tools to improve the quality of care and reduce the need for patients to seek treatment abroad; and,
3. Under the UHC policy, significant strides were made to expand health insurance coverage. The government expanded the National Health Insurance Fund (NHIF) coverage to include more services and low-income populations.



Leading the pack: Kenyatta University Teaching Research and Referral Hospital is a leading provider of healthcare.



Level 5: The main hospitals in most of Kenya's counties are classified as Level 5 or Level 6.

Achievements

1. One of the notable achievements was the improvement in key health indicators. Life expectancy increased from 63 years in 2010 to 66 years in 2019;
2. The expansion of healthcare facilities and services led to improved access for many Kenyans. The number of health facilities increased, reducing the distances many people needed to travel to receive care; and,
3. The reforms emphasized preventive care, with increased funding for immunisation programmes, maternal and child health services, and health education campaigns. This shift

towards prevention contributed to a reduction in the prevalence of some communicable diseases.

Challenges and Opportunities

The health sector reforms of the 2010s faced several challenges:

1. While substantial investments were made, funding gaps remained. The health sector often struggled with inadequate resources, leading to stock outs of essential drugs and delays in infrastructure projects;
2. The rapid expansion of healthcare facilities unveiled existing shortages of qualified health workers. This mismatch between the supply of healthcare services and the availability of skilled personnel impacted the quality of care and efficiency of services;

3. Despite efforts to expand healthcare access, disparities persisted, particularly between urban and rural areas. Remote and marginalized communities continued to face challenges in accessing quality health services due to infrastructural and logistical constraints.

The health sector has initiated significant reforms and investments to improve public health outcomes and access to services.

The legislative changes, infrastructure upgrades, and expansion of health insurance coverage have contributed to notable achievements in health indicators and access to care.



CHAPTER 13

East African Community





Regional Integration and Partnerships

The framework aimed to harmonise economic policies and enhance infrastructure to facilitate a seamless movement of goods and services.

Kenya, Uganda, and Tanzania embarked on a historic journey in 1967 to foster regional cooperation and economic integration through the East African Community (EAC). Tanzanian founding President Julius Nyerere said at the time: “Our vision was to unite our economies and resources for collective growth.”

Kenya played a key role in the EAC’s inception, leveraging its economic and strategic position to help shape regional goals. Its formation aimed to enhance economic ties and political stability for the bloc with a combined population of 25 million then. It was meant to create a robust market for trade and collaboration.

“The EAC was conceived as a customs union, setting the stage for tariff elimination on intra-regional trade and a common external tariff,” explained founding Kenyan President Jomo Kenyatta.

“This framework aimed to harmonise economic policies and enhance infrastructure to facilitate a seamless movement of goods and services.” Kenya’s strategic vision included the improvement of critical infrastructure, such as the East African Railways and Harbours, which linked major cities and ports across the region. This was crucial in bolstering trade and economic activity, exemplifying Kenya’s commitment to regional integration.

The EAC faced challenges, leading to its dissolution in 1977. Political differences, economic disparities, and administrative inefficiencies created tensions among member states.

“The dissolution marked a setback, but not the end,” noted Ugandan President Yoweri Museveni. “We recognised the enduring benefits of regional integration and began efforts to revive the EAC in the 1990s.”

In 1999, Kenya, Uganda, and Tanzania renewed their commitment to regional integration by signing the Treaty for the Establishment of the East African Community. Kenya’s proactive role in

this revival emphasised its dedication to fostering a cohesive regional bloc. The inclusion of Rwanda and Burundi in 2007 expanded the community’s reach.

“The re-established EAC has made significant strides in promoting economic cooperation,” said Rwandan President Paul Kagame. “From implementing a customs union and common market to advancing infrastructure development, the EAC has fostered a conducive environment for trade and investment.”

Infrastructure projects, such as the expansion of port facilities and the development of the East African railway network have enhanced regional connectivity. Kenya’s support for political and economic integration, including a regional parliament and harmonised policies, underscores the vitality of EAC progress.

“As of 2024, the EAC continues to evolve,” said Tanzanian President Samia Suluhu Hassan. “With a population exceeding 300 million across six member states, the EAC remains committed to addressing common challenges and



(Left) Wings to fly: The East African Airways collapsed with the fall of the East African Community in 1977 after 10 years of existence. (Right) The community was revived in 2000 during the leadership of presidents Yoweri Museveni (left), Daniel Moi (centre) and Benjamin Mkapa.

unlocking new growth opportunities.” The EAC’s future will depend on its ability to manage internal disparities, and political differences, and leverage collective strengths for sustainable development.

“The journey of the EAC exemplifies resilience and the power of regional cooperation,” explained then Kenyan President Uhuru Kenyatta. “From its inception to re-establishment, the EAC reflects our shared commitment

to realising a prosperous, integrated East Africa.” As the community moves forward, its success will be a confirmation of the enduring benefits of regional integration and the collective efforts of member states.



Why Kenya Backs Community

The removal of tariffs and non-tariff barriers has facilitated cross-border trade and encouraged businesses to explore new markets.

In the dynamic landscape of East Africa's economic integration, Kenya is leveraging its strategic geographical position and robust economy to drive regional trade.

The country's involvement in the East African Community (EAC) has not only facilitated closer economic ties with its neighbours, but has also presented both challenges and opportunities that have shaped market dynamics.

Kenya's commitment to the EAC dates back to the regional bloc's revival in 1999, marking a significant milestone in fostering economic cooperation among member states.

The establishment of the EAC Common Market Protocol in 2010 further solidified Kenya's role in promoting the free movement of goods, services, labour, and capital within the region.

The aim was to eliminate trade barriers, enhance market access, and harmonise policies to spur economic growth.

Being in the EAC has transformed Kenya's market dynamics, presenting an expanded consumer base and increased opportunities for local businesses. The removal of tariffs and non-tariff barriers has facilitated cross-border trade, encouraging Kenyan businesses to explore new markets and diversify export portfolios.

Agriculture, manufacturing, and the service industry have benefited from enhanced market access, with increased trade volumes and investment inflows. Kenya has faced several challenges in maximising the benefits of regional trade integration. Infrastructure deficits, particularly in transport and logistics, have hindered the efficient movement of goods across borders, contributing to delays and increased costs for businesses.

Non-tariff barriers such as bureaucratic red tape and different regulatory standards among member states have also hampered seamless trade, requiring efforts to streamline regulatory processes.

Opportunities for Sustainable Development

The EAC presents numerous opportunities for sustainable development and economic advancement. The alignment of trade policies and regulatory frameworks creates a conducive environment for investment, attracting foreign direct investment (FDI) and stimulating industrial growth.

Strategic initiatives in renewable energy, digital innovation, and infrastructure development underscore commitment to harnessing regional integration for economic sustainability. There is a need to consolidate gains and overcome challenges. Investment in critical infrastructure, including roads, railways, and ports, remains pivotal in enhancing connectivity and reducing trade costs. Continued efforts to harmonise trade policies and improve cross-border cooperation are essential to facilitate seamless trade flows and to promote business competitiveness.



Cut the tape: East African heads of state at the official opening of the East African Arusha Bypass in Tanzania in 2022.

Deeper integration and shared prosperity within East Africa are key

The opportunities presented by regional trade integration are substantial to drive

sustainable economic growth, foster innovation, and position Kenya as a key player in the global marketplace. Kenya's engagement in the EAC exemplifies its commitment to harnessing regional

cooperation for inclusive development, setting a precedent for economic integration across East Africa and beyond.



Be seated, gentlemen: The East African Community has grown gradually from three states to eight.



Old train: Crossing Makupa causeway in Mombasa.



CHAPTER 14

Retail, Shopping and Banking





Super Mall Changes EA Shopping

The Business Bay Square (BBS) Mall houses 1,500 retail stores, leading hospitals, banks, hotels, leisure parks, over 2,000 parking slots, with a 5-star hotel and serviced apartments to come in Phase Two.



The Business Bay Square (BBS) Mall, recognised as East Africa's largest hybrid mall infusing a modern barzaar with a state-of-the-art world-class mall, continues to attract thousands of traders and shoppers seeking stalls or household commodities.

It is strategically located at the entrance of Eastleigh on the Pumwani roundabout along General Waruinge Street in Eastleigh, Nairobi. BBS Mall spans an impressive 165,000 square metres.

It is also home to over 1,500 retail stores, showcasing a diverse array of products ranging from fashion and electronics to household essentials. Renowned international brands such as Carrefour, LC Waikiki, Town Team, Gordano and Miniso, among others, grace its corridors alongside national brands such as Safaricom, Java, Artcafe, Supercosmetics, Lintons, and Simbisa food chains. All cater to the discerning tastes of the mall's diverse customers.

BBS Mall ensures seamless accessibility for visitors, with its secure parking space, which accommodates over 2,000 vehicles at once. Moreover, its strategic location along General Waruinge Street, makes it easily accessible from various parts of Nairobi and beyond, further enhancing its appeal as a premier shopping destination.



Expansive: The façade of the Eastleigh-based super mall and (inset) the entrance into the fetching 2,000-capacity parking lot.



Business Bay Square has become a landmark facility in Nairobi, further making Eastleigh easily accessible.

Beyond its retail offerings, BBS Mall seamlessly integrates essential services within its premises, including two hospitals and a modern mosque, catering to the holistic needs of its patrons. This convergence of convenience underscores the mall's commitment to providing a comprehensive lifestyle experience to its visitors.

From state-of-the-art virtual reality experiences to classic bowling alleys and dedicated children's play areas, the mall provides ample opportunities for leisure and recreation, making it a preferred destination for families and entertainment enthusiasts.

Recognising the importance of financial accessibility, BBS Mall hosts over 10 esteemed financial institutions within its premises, offering a range of banking and financial services. This integration of financial amenities further enhances the convenience and utility of the mall as a one-stop destination for all needs.

With over 40 food and eatery options, BBS Mall caters to the diverse palates of its visitors, serving up a tantalising array of cuisines from around the globe. Whether craving international flavours or local delicacies, patrons are spoilt for choice, ensuring a culinary journey like no other.

The mall is home to the first-ever Gold Souk in the region, making Nairobi a

premier destination for gold enthusiasts in East and Central Africa. This one-of-a-kind marketplace eliminates the need for far-flung travel, offering a convenient and centralised location for all gold jewellery enthusiasts and traders.

In addition to its extensive retail and entertainment offerings, BBS Mall is deeply committed to corporate social responsibility (CSR) initiatives within the surrounding community.

One of its key projects is the upgrading Eastleigh High School by equipping it with a fully furnished borehole thus ensuring a sustainable water supply for students and staff. This significant contribution not only supports education but also enhances the school's overall wellbeing.

BBS has been actively involved in humanitarian efforts, particularly in response to the recent floods that affected the Kamukunji enclave. BBS Mall distributed essential food items to residents who were displaced or impacted by the floods.

In a show of solidarity with those whose structures and buildings were demolished due to their proximity to the Nairobi River, the mall helped the affected families rebuild their lives.

These CSR efforts highlight BBS's dedication to uplifting the community and addressing urgent local needs, reinforcing its role not just as a commercial hub, but as a partner in the well-being of the neighbourhood.



Location matters: Strategically located and imposing, the BBS mall is not only an attraction, but it also has businesses, products and amenities, as well as sights, that attract all and sundry.





Park and pray, play and pay: There's space for the car, for families to play and work out, a 1,500- capacity mosque, boutiques and amenities galore.

BBS has also been privileged to host high-profile delegates from across the country and the region, further enhancing its reputation as a key player in both the business and diplomatic landscapes.

The list of dignitaries who have visited includes Kenya's President William Ruto, Prime Cabinet Secretary Musalia Mudavadi, and Nairobi Governor Johnson Sakaja. These visits highlight the mall's importance as a commercial and social hub. The mall has also welcomed officials from the East African Community (EAC) and hosted notable dignitaries from Somalia, including President Hassan Sheikh Mohamud and Prime Minister Hamza Abdi Barre.

Such visits underscore BBS Mall's role in fostering regional ties, positioning it as a vital space for both business and diplomacy in East Africa. The high-profile engagements have further boosted the mall's visibility and cemented its status as a premier shopping and commercial centre in the region.

They also underscore the grandeur of BBS Mall as the largest shopping centre in East and Central Africa. During their tours, dignitaries explore the mall's extensive retail offerings, state-of-the-art facilities, and vibrant atmosphere and witness the mall's unique blend of international brands and local businesses, as well as its diverse leisure and entertainment options.

The mall's impressive scale, modern design and seamless integration of retail, dining, and essential services leaves a lasting impression on visitors.

By experiencing the mall's lively ambiance, dignitaries recognize BBS Mall's pivotal role in shaping the future of commerce and lifestyle in the region, further solidifying its status as a landmark destination for both locals and international visitors.

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Abdiweli Mohamed Hassan EBS, OGW

Abdiweli Mohamed Hassan serves as the chairman of Ten Commodities Group of Companies, which is better known as Tenco Group. Tenco Group is the parent company of Business Bay Square (BBS). The Group has established a strong presence in East Africa and beyond, with diverse interests that include commodities, construction, real estate, hospitality, oil and gas, fisheries, healthcare and telecommunications.

As the founder of Tenco Group, Hassan's vision has played a crucial role in the development of BBS, a commercial centre that comprises a mall and will ultimately also include a hotel and serviced apartments. Over the past 25 years, Hassan has become a prominent figure in the business communities of East Africa and the Middle East.

He began his career as a trader, initially focusing on textiles and soft commodities such as sugar and rice. His pioneering marketing innovation, the "One Shilling One Item" commission, enabled him to efficiently move large volumes of goods while maintaining minimal profit margins. This strategic approach not only enhanced market accessibility, but also laid the foundation for the continued growth and success of Tenco Group.



Sarit; Your City





Rise and Rise of Sarit



Text Book Centre that provided seed capital for Sarit.

Since its opening in April 1983, Sarit, the premium destination mall in East and Central Africa, has provided unique shopping experiences and transformed the Westlands landscape into a vibrant commercial hub. Over four decades, it has significantly impacted the local economy by creating jobs and driving growth.

Sarit is the brainchild of two individuals, Mr. Maneklal Rughani and Mr. S.V. Bachubhai Shah, whose initial bonding was their shared interest in education, with each running bookstores in Nyeri and Murang'a, respectively. Their first collaboration led to the creation of the renowned Text Book Centre Ltd in 1965, which was always an integral part of, The Sarit Centre.

A visit by the spiritual master His Holiness Sat Guru Sat Hariram Bapa in 1973 to Mr. S.V. Bachubhai Shah's home, where Sarit is located, was a pivotal moment for the two families. The Spiritual Master Praised and Blessed the land, inspiring the families to purchase the surrounding parcels of lands and a purpose for the Blessed land - a process that took five years, marking the inception of, The Sarit Centre.

Mr. Maneklal Rughani's visit to the United Kingdom in 1976 was a turning point in the retail industry in East Africa. On his research trip, he visited The Brent Cross Mall, the United Kingdom's first shopping mall that inspired the concept of, The Sarit Centre. The families laid the first foundation stone in January 1981, inviting

friends and investment partners to what would become East and Central Africa's first enclosed Shopping Centre.

The journey to complete, The Sarit Centre was not without challenges. Halfway through construction, the 1982 attempted coup that took place in Kenya disrupted the original plan, which included three levels of shopping, a commercial office tower, and a basement parking area.

The coup attempt brought with it a loss of confidence in the economy, causing the bank to withdraw its funding and saw potential tenants who had expressed interest withdraw almost overnight.

Despite the challenges of the economically and politically gloomy early

eighties, the developers had full confidence in the economic growth of Kenya. They decided to persevere and complete the mall in its smaller version, seeking temporary funding from friends and family. Consequently, the basement, originally intended for parking, was repurposed as additional retail space, and the open area was converted to a car park and the idea of a commercial space was for future development.

"There were moments of great joy because we were doing something completely new, which was a different challenge. With that euphoria, however, came a huge pit in the stomach because we were going away from something that we were very good at, which was book selling, to real estate development of a grand magnitude." recalls Mr. Mahesh Rughani.

A demographic survey for Westlands was done to ensure that the mall was well-planned and designed to meet the needs of the surrounding community. In the following months, the team worked tirelessly to complete the project, with a set launch date of April 27th, 1983, which was Mr. S.V. Bachubhai Shah's birthdate.

Despite having only two tenants, Text Book Centre and Uchumi Supermarket, the opening ceremony was a grand affair, with the mall decorated with traditional banana leaves and Indian sweets offered to the customers who visited the mall on that day.

Soon after, Kenya Commercial Bank Ltd, Sarit's first banking tenant, joined the growing list of tenants. In less than five years, what would have been considered an audacious dream by critics, was now home to over 60 retail businesses including, Africolor Labs Ltd, Anicare Ltd, Bata Shoe Kenya Plc, Beauty Quest Ltd, Healthy U 2000 Ltd, Hotpoint Appliances Ltd, Jaff's Optical House Ltd, Jewelart Jewellers Ltd, KCB Bank Ltd, Kibic Watches, Monty's Kenya Ltd, Noor Lampshades Ltd, Premji Dungan & Sons, Text Book Centre Ltd, The Garden Centre Ltd, Unik Glass & Framers Ltd, and others who have been tenants for the past 41 years. In 1995, the developers of, The Sarit Centre embarked on the Second Phase of development in response to



Love, Belong, and Enjoy at Sarit.

the growing demand for more space from existing tenants and the intention to provide a wholesome shopping experience to its customer.

The expansion also aimed to introduce new businesses not previously available in the mall, enhancing the Centre's completeness and providing customers with an expanded array of options.

During the construction of the Second Phase of, The Sarit Centre, Mr. Nitin Shah, traveled to Singapore to attend the International Council of Shopping Centres conference. While there, he observed that it was essential to include a food court, cinemas, a health club, and an exhibition facility in the Second Phase.

Upon his return, the developers requested that the architects make changes to the plan to accommodate these additions. These design changes were not easy, however they resulted in, the first food court, cinemas, health club, and column-free exhibition hall.

By establishing the food court, The Sarit Centre saw a significant increase in the daily foot traffic, with a couple of thousand more visitors coming in each day. This change revolutionized the dining scene in Kenya, as families could now enjoy meals together without being limited to just one option.

Sarit's journey with exhibitions began with a Turkish Exhibition Organizer



that conducted a series of successful exhibitions, each featuring a distinct theme, spanning four weeks.

This marked the launch of the exhibition hall at, The Sarit Centre and soon after, Peter Moll, the former Marketing Manager, suggested inviting organizations to hold exhibitions as a way to attract new customers.

This idea proved to be a successful, and exhibitions at The Sarit Centre became a regular feature. Over the four decades since its inception, Sarit has hosted numerous local and international exhibitions and private events.

Upon observing Global Shopping trends after a trip to Dubai, Mr. Sarit Shah stated that, 'The brand has taken steps to enhance the retail offering and shopping experiences with the Third Phase of Sarit. As a pioneer in retail offering and shopper experience, Sarit has set the standard for innovation and technology in the industry.

Phase Three increased the total built up area to over 1,000,000 sq.ft with an expansive exhibition facility, featuring a single-span and column-free hall, the largest of its kind in the region, and a parking silo for 980 cars.

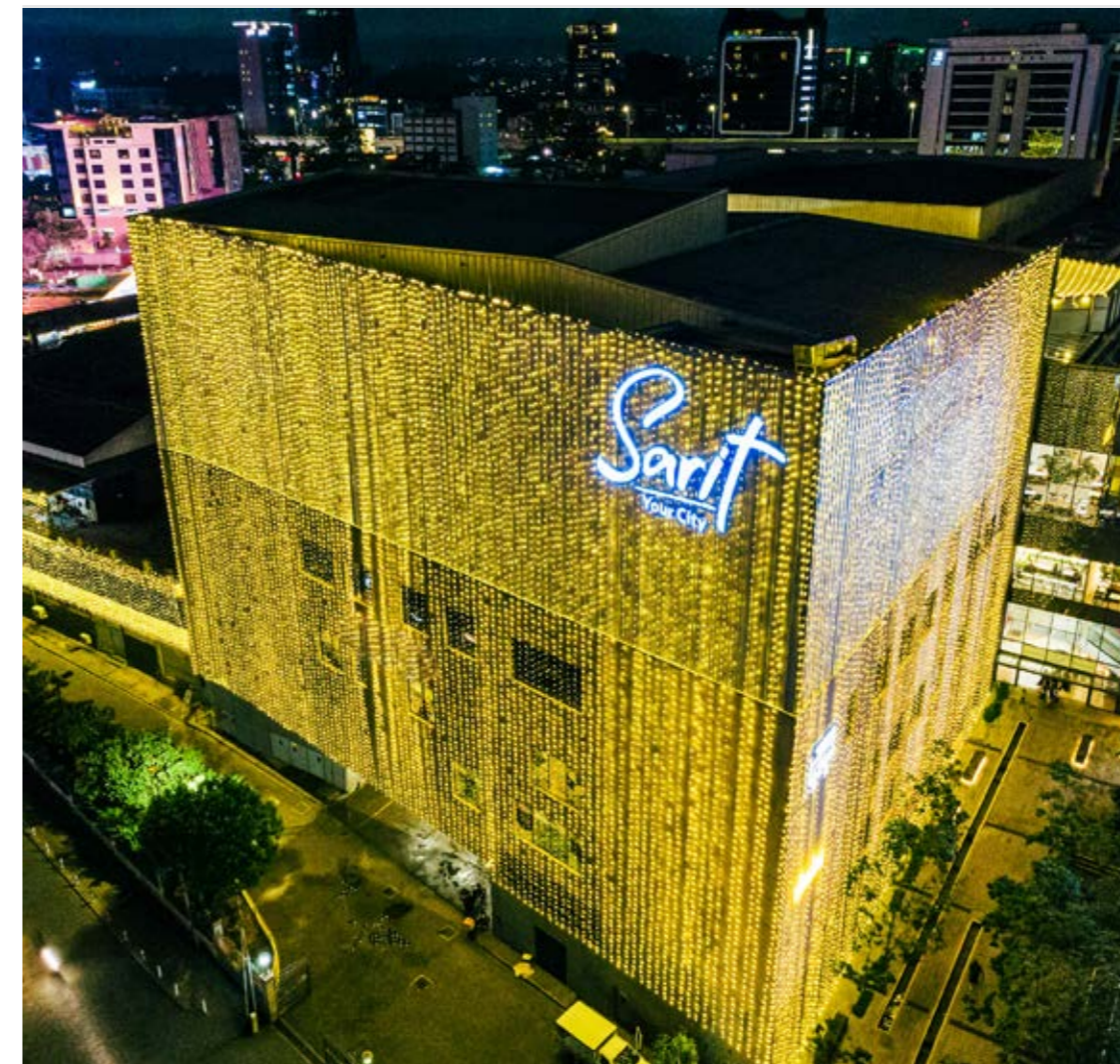
Technology has revolutionized retail experiences, with Digital Wayfinding

providing a seamless gateway to magical shopping journeys by simplifying mall navigation. The Sarit Loyalty App enables shoppers to pay parking with ease, enjoy guilt-free shopping with Digital Gift Vouchers, while transforming every purchase into an adventure by earning and redeeming points and you can even transfer points to your loved ones with the app.'

In addition, Sarit features a nine-story parking lot with 950 spaces and a green wall designed by a Kenyan landscape architect using indigenous species, promoting sustainability and biodiversity, making it the first green mall. The surrounding roads and existing retail space have been significantly upgraded.

The Third Phase features a variety of food and coffee shops, restaurants, a bowling alley, a trampoline park, an expanded exhibition hall, a children's play area, an upgraded cinema with four screens, a state-of-the-art gym, and a unique bar and lounge boasting the longest bar at 42 meters.

Additionally, the open rooftop garden, is a one-of-a-kind in Kenya that offers a serene escape with 110 indigenous trees and a stream-like water feature adorned with coral stone cladding. Surrounded by entertainment and dining options, Sarit stands out as a premium destination for exceptional retail experiences and



The contrasting skylines and the expansive aisles tell the story of the continuing development of Sarit.



relaxation. Sarit has retained its unique charm and aims to remain the premium destination mall in East and Central Africa, housing both international and local brands that offers a wide variety of retail experiences across Beauty, Healthcare & Pharmacy, Boutique & Luxury Fashion, Family & Entertainment, Fashion, Food & Beverages, Hypermarket, Jewelry, Watches & Eyewear, Learning, Leisure & Sports, Lifestyle, Home & Furniture, Money & Banking, Phones & Electronics, Restaurant, Café & Fast-Food, Services & Offices and Shoes, Leather & Bags.

Sarit is an iconic landmark, transforming from 'The Sarit Centre - City within a City' to 'Sarit - Your City,' blending vintage charm with modern shopping spaces. With a bold commitment to innovation and development, Sarit's ambitious Master Plan includes expanding into residential, hotel, and commercial offerings, propelling growth in Westlands, Nairobi, and beyond.

Envisioning an exciting future, Sarit's Master Plan, will develop into three more phases over 25 years. The first three phases are already focused on retail, while the upcoming Three Phases will feature dynamic commercial spaces, luxurious residences, and a world-class hotel. In The Legacy of the Two Families, 2023, published in commemoration of Sarit's 40th anniversary, Mr. Nitin Shah, states: "The success of a mall is not measured by its size or the number of retail outlets. It is measured by the footfall over the seven days of the week, and in this respect, Sarit is a Leader.

This is confirmed by the many businesses and tenants who have been with us over the 40 years." Sarit, crafts moments that fuse the unique charm of modernity with the warmth of human connection. Their spaces are a blend of cherished vintage and contemporary favourites, that are designed for you to feel at home, share joy, and revel in vibrancy.

As an evolving icon, Sarit stands out by offering an ever-changing tapestry of Shopping Experiences. Keep an eye on Sarit for a parade of new and distinctive retail adventures. They are dedicated to excellence, ensuring that every visit is memorable. Sarit is more than a Centre; it's the heartbeat of Your City.

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The Business of Eastleigh is Business

The Eastleigh business community is easily one of Nairobi's, if not Kenya's most diverse.



Trade and reside: The towers of Eastleigh serve as business and residential premises just as the pavements and alleys below house kiosks and makeshift stalls. All are in it to earn an honest living.

It is as if the place attracts people to itself. The streets, alleys, pavements, shops and shop verandahs teem with people and merchandise. But that is not surprising; the enclave has something for everyone. Little wonder traffic snarl ups are commonplace. In such a place conflict is also common.

That is why there exists the Eastleigh Business District Association (EBDA) to bring about order, provide avenues for resolution, and act as a link between the residents of the business-oriented enclave and between them and the county and national governments.

Indeed, the business of Eastleigh, says EBDA Chief Executive Officer Mohamed Adan Osman, is business. The Eastleigh business community, he says, is easily one of Nairobi's, if not Kenya's, most diverse. The beautiful high-rises on either side of the streets confirm Osman's view. They house mega malls and established businesses involved in local and global

logistics, import and export, finance, high-end hotels and real estate development. And, of course, there all manner of small and medium scale businesses that aspire to be tomorrow's transnational corporations.

The pavements have become extensions of business premises and in the evenings roads narrow as hawkers parcel out sidewalks between themselves and turn them into makeshift kiosks and stalls.

Every space in Eastleigh is occupied and every day the streets, alleys and pavements are packed solid with merchandise and vehicular and human traffic.

Sitting East of Nairobi's Central Business District and reputed to be under 7 square kilometres in size, Eastleigh houses 70 malls whose businesses stock goods from all corners of the globe including China, Turkey, India, Pakistan, Singapore, and the Middle East. The products range

from textiles and apparel, carpets, blinds, household goods, furniture, fittings and furnishings, electrical appliances and industrial machines.

There are wholesale and retail sectors. Shoppers flock to Eastleigh from the Democratic Republic of Congo, Rwanda, Tanzania, Uganda, Somalia, Ethiopia and South Sudan. Eastleigh is home to all of Kenya's communities, with the Somali predominating. Eastleigh is cosmopolitan, however, it is the trust-anchored business model in which Kenya's Somali excel, which drives business traffic and footfall to Eastleigh.

Eastleigh's success as a business hub, which started in earnest in the 1990s, has brought to the district challenges of traffic congestion and demand for both residential and commercial properties and large amounts of power and water.

It is no coincidence that EBDA was born in the 1990s. Owners seized the

initiative to promote and protect their businesses, communities and enclave, as well as position their district as ideal for investment. Indeed, EBDA's creed is that investment breeds economic growth. It is why, according to Secretary General Osman Ibrahim Hussein, the association encourages and empowers the business community to seize investment opportunities to achieve sustainable growth.

EBDA brings together the owners of legitimate businesses so that they can collectively pool together ideas and resources and find out how best to solve the many challenges facing them.

EBDA's mission statement prioritises cultivating, collaborating and sharing growth and economic success for the empowerment and growth of the Eastleigh business community.

EBDA, a non-profit, maintains a close and mutually beneficial working relationship with the Kenya Revenue Authority, the National Police Service, the Kenya Power & Lighting Company, and the Nairobi City County Government. After all, the association's stated aim is to lobby, educate and connect business owners in the community guided and informed by the values of integrity, service delivery, honesty, accountability and strategic communication.

Unsurprisingly, EBDA, says Osman, is looking to cultivate ties with the Kenya National Chamber of Commerce and Industry (KNCCI), a long-standing promoter of the interests of local businesses and their development, expansion, growth, and competitiveness locally and in the region.

Membership of the KNCCI will enable EBDA to benefit from the chamber's advocacy, training programmes, networking, resources and relationships to market itself and streamline its operations and processes. EBDA relishes the opportunity to build linkages with local businesses and industry players and to present a united front especially when lobbying the Government of Kenya.



**Mohamed Adan Osman
CEO EBDA**

However, while EBDA eschews politics and maintains that its business is business, it is often drawn into disputes between business families, inter and intra family conflicts over issues unrelated to business.

As fortunes have changed and members of younger generations have spread all over the world in pursuit of education and wealth, so has EBDA been drawn into roles which its founders never envisaged. Members and non-members alike, turn to the association, for example, for advice and counsel on issues and vices which attract young people.

EBDA is also recognised internationally. In 2024, officials proudly report, they exchanged visits and messages from, among others, the Embassy of the People's Republic of China and the Canadian High Commission.

This, officials say, proves EBDA is recognised as a key player in the business world and that Eastleigh is equally recognised as an important artery in Kenya's business ecosystem. The association was in 2024 invited by the Ministry of Investment, Trade and Industry to attend an expo in Istanbul in Turkey.

As the association's officials, including Osman are wont to say, Eastleigh is open for business. He says EBDA and the growth of Eastleigh are founded on ideas and partnerships.

It is the idea of high-rise buildings that led to the demolition of previous Indian-style bungalows and the vertical growth of the enclave. It is the partnerships between the Somali and other communities that



**Osman Ibrahim Hussein
Secretary General EBDA**

attracted the capital that has propelled Eastleigh's growth.

According to Osman and Hussein, EBDA is also open to ideas that will make the district an even better player in international commerce and grow its small businesses into home-grown transnational corporations.

The association is in conversation with the county government, exploring ways of enabling hawkers to sell their merchandise without infringing on other business people's rights.

EBDA has a humane approach to the challenge of hawking and hawkers in Eastleigh because it understands that this segment of the population must earn a living and also that the growth and population of Eastleigh make the enclave a magnet for hawkers.

Hawkers do not pay the statutory levies and taxes members of EBDA pay to the government and, therefore, pose illegal competition for members on whose shop fronts, and even pavements, they spread their wares. Tensions and conflicts between members of EBDA and hawkers and, more recently, between hawkers and public service vehicle operators, often draw EBDA into a mediator's role.

Says Fatuma Omar, a business owner and one of the 10 women advisers to EBDA: "The association is working hard to ensure that there is a place for every business in Eastleigh and that every business in Eastleigh feels it belongs in Eastleigh and is at home in Eastleigh. EBDA wants the best for everyone."



Why They All Love Eastleigh

Eastleigh is a 24-hour business district because business and residential properties sit next to each other and the former are open for extended hours.

The once slow moving, laid back residential estate of oriental style bungalows and mansions, is now a thriving and throbbing mixed use city-within-a-city of crowded streets and high-rises.

Once known only as the base of the now-defunct city transit firm Kenya Bus Service and the Kenya Air force, Eastleigh now ranks as the mall capital of Kenya. It is firmly on the road to becoming the 24-hour business district of Nairobi.

Indeed, some argue that Eastleigh is already a 24-hour business hub because, unlike Nairobi's Central Business District, which was developed as an exclusive business zone, Eastleigh is both a business and residential enclave.

Its highrise buildings are both business and residential premises as are its few remaining bungalows. Why do business people and shoppers alike find Eastleigh attractive?

First, say officials of the EBDA, as a business hub, everything will be found in Eastleigh and if, in the unlikely event something is not available, an order will be placed and a date and time given when it will be available in a particular shop, office, warehouse or clearing agent.

Second, a wide range of services are available, including consulting, marketing, event planning and management, restaurants, banking and money transfers, travel agencies, among many others.



View from the top: The streets below are always busy because Eastleigh is a magnet for shoppers, traders and businesses.



Third, Eastleigh is famous for its eateries that specialise in Somali cuisine. If you ask for tea with milk in an eatery in Eastleigh, you are likely to be asked whether you want cow or camel milk. If you ask for meat, you also likely to be asked if you want camel meat, beef or mutton.

The Eastleigh Business District Association (EBDA) reports that all butcheries and eateries as well as food outlets in the area, adhere to the guidelines of Halal which spell out what food Muslims are allowed or not allowed to eat and the care of animals before and during their slaughter.

There is a lot to learn about Somali culture in Eastleigh. Indeed, Eastleigh is also the home of Somali hospitality. The EBDA and the Somali like to present their businesspeople as honest and ethical, and whose word is their bond.

EBDA says most people want to do business with their members because they are trustworthy.

Last, business people from most parts of Kenya and the region, make Eastleigh their first port of call when looking for products, advice or simply seeking a base from which to explore and experience Nairobi.

There are no industries in the North Eastern counties of Kenya, home to most of the Somali people, which pushes most members of the community into business and, therefore, into forging trading links with Eastleigh or moving there. And Eastleigh's businesses, properties and population just keep growing.

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Mart Quicker Than Most

The brand, a trusted retailer, has supercharged its financial performance to become a leading chain in Kenya.



Peter Kang'iri (CEO)



Jacques Dome (Deputy CEO)



Betty Wamaitha (CMO)



Simon Macharia (CFO)



Magina Ochieno (Executive Assistant)

From a humble beginning on the outskirts of Nakuru in 2006, Quickmart was able to grow steadily to four stores by 2014 and caught the attention of Peter Kang'iri, who was then a leading consultant in retail management in Kenya. He grew the business to 11 stores by 2018. In 2018, Kang'iri, who was also consulting for Tumaini Supermarkets was able to bring on board Adenia Partners, to invest in the Tumaini and Quickmart stores in 2019.

Adenia Partners is a Mauritius-based private equity investment firm that buys into promising firms in sub-Saharan

Africa. It manages assets valued at over \$400 million (approx. Sh46.4 billion) and has a presence in Mauritius, Madagascar, Cote d'Ivoire, Ghana, and Kenya. As a result, in 2019 Tumaini and Quickmart merged. Trading under the latter name, the retailer has become the second largest in Kenya, with Kang'iri as the Group Managing Director and Chief Executive Officer.

Working with a committed management team, Kang'iri has turned Quickmart into a corporate run entity that attracts expatriates and professionals from other

sectors. This was not the norm in retail in Kenya.

Absorbing the operations of a stable and successful chain like Tumaini was a more strategic and responsible growth strategy compared with building new stores from the ground-up, an approach that carries risks in execution and that has a longer return cycle. Since then, Quickmart has been able to acquire stores previously owned by other retail brands such as Tuskys, Choppies, and Mulleys. The retailer plans to continue on this trajectory in addition to greenfield sites acquisition.

Bringing on an experienced private equity partner not only avails capital to expand, but also allows a firm to tap into the management expertise of the private equity firm. These firms typically have existing stakes in several other fast-growing businesses and are run by seasoned executives and entrepreneurs who have gathered critical insights on the growth strategies that work and those that don't in different market environments.

With the help of Adenia Partners, Quickmart has carved a unique operating model laying on a cost-efficient logistic framework, a product category centric model, a sound and robust cost structure, and ESG (Environmental, Social and Governance) -oriented DNA.

In addition, Quickmart has a unique store concept with the largest footprint of fresh concept stores that has contributed to a strong brand perception. It focuses on high traffic areas where the retail penetration is preferably at its minimal. These coupled with other factors has seen a strong revenue growth with a turnover of KSh9 billion in 2019 to KSh27 billion in 2021.

To make the best of high consumption in urban areas such as Nairobi, Quickmart has expanded the number of 24-hour stores in strategic locations with high footfall in the city. Quickmart's investments in 24-hour stores has been complemented by its home delivery service and is seeking to find space in the e-commerce presence in the near future. In addition to extending its physical reach and reinforcing its brand identity as a leading and trusted national retailer, Quickmart has also performed exceptionally well as a business. The privately held supermarket chain was in 2022 named as one of the fastest growing companies in Africa in a ranking by the Financial Times.

The London-based international business publication looked at metrics such as revenue growth, financing raised from investors, and growth in the number employees, among others. The Financial Times report notes that Quickmart grew by 311 per cent between 2017 and 2020 and is Africa's 11th fastest growing company. Its revenues grew from Sh4.68 billion in 2017 to Sh18.79 billion in 2020.

While still an indigenous home-grown brand, Quickmart has leveraged its strong track record to attract strong partnerships with various stakeholders. It received a grant of KSh20 million from Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in partnership with the Kenya Market Trust for implementation of the technical assistance and business coaching project aimed at catalysing large scale uptake of hygienic standards and increase competitiveness in the meat industry.

Upon completion of the project, Quickmart expects to double its profits in the butchery section. Quickmart also got a grant of KSh8.3 million from The Global

Alliance for Improved Nutrition (GAIN) to support vulnerable staff during the COVID-19 pandemic.

Quickmart's corporate social responsibility (CSR) initiatives mainly target non-profits, schools, hospitals, and similar organisations that solve social challenges. It has a partnership with Ebenezer Children's Home, with which it has worked since 2010, and Hope for Orphans Rescue Centre, which it has worked with since 2013. Quickmart's CSR initiatives have helped hundreds of vulnerable children.

If Quickmart can protect its market share, it has a promising future in view of the continued growth of Kenya's retail sector. Annual consumer spending in Kenya has increased close to eight times since the turn of the new millennium. Kenyan consumers spent \$9.95 billion in 2000, \$30.86 billion in 2010 and \$78.79 billion in 2019, according to World Bank.

"We are confident that Quickmart's trend of growth and prosperity shall continue as we have in place an elaborate strategic plan for the next five years that shall bring the turnover to KSh76 billion" says Kang'iri. Quickmart plans to have 105 stores across 30 counties by 2026. This will lead to an increase in the number of employees from the current 7000 to 1200. World Bank data shows that Kenya's relatively high urbanization and population

growth rates of 4.0 per cent and 2.3 per cent, respectively, are higher than the global average of 0.9 per cent and 1.1 per cent, respectively. Total public and private sector wages have also grown at a fast pace in recent years.

The Economic Survey 2022 by the Kenya National Bureau of Statistics shows that total wages in the public and private sectors grew from KSh1.9 trillion in 2017 to KSh2.3 trillion in 2021, with the average wage per employee also increasing. Quickmart's expansion against the backdrop of these favourable macro conditions is timely. It positions the retailer for continued success.

The brand has become a trusted retailer and supercharged its financial performance to become a leading grocery retail chain in Kenya. It's unique and robust operating model as well as a strong track record of expansion and integration, has primed it for a sustainable long-term growth and profitability. Quickmart remains on course to meet its vision of being the retailer of choice in every market it serves in Africa.

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Wide aisles: The retailer has acquired stores previously owned by other retail brands.



Bank of Inclusion and Transformation

Before the advent of Equity, there were many who had no access to banking services and equally many who were under-served.



Equity Group Managing Director and CEO, Dr. James Mwangi (Centre) during a panel discussion last year at the U.S. Chamber of Commerce, during the historic US-Kenya State Visit, where he spoke about the Africa Recovery and Resilience Plan and the pivotal role Kenya plays in Africa's development.

Equity Group has consistently redefined the banking landscape through innovative solutions, strategic regional expansion, and a strong commitment to financial inclusion. Since its inception, Equity has played a pivotal role in shaping Kenya's economic trajectory, empowering millions of individuals and businesses, and driving socio-economic transformation and wealth creation across the region.

Equity's journey to becoming a financial powerhouse is marked by numerous achievements that have not only elevated its status but also had a profound impact on the lives of millions across the continent. At the heart of its success is a commitment to financial inclusion, enabling the bank to extend formal banking services to underserved and unbanked populations.

Strategic Expansion and Economic Impact

Equity's strategic expansion beyond Kenya's borders into Uganda, Tanzania, Rwanda, South Sudan, and the Democratic Republic of Congo has solidified its position as a leading financial institution in East and Central Africa. This expansion amplifies its market presence while aligning with

the Group's vision of transforming lives and livelihoods across the continent by providing accessible and affordable financial services.

Equity Group has been at the forefront of driving socio-economic prosperity across the six African economies where it operates banking subsidiaries. This commitment is evidenced through various initiatives aligned with the Africa Recovery and Resilience Plan (ARRP), aimed at catalysing transformation in production, manufacturing, and supply.

The execution of this plan is geared towards providing holistic financial solutions to productive ecosystems. Equity Group has seeded USD 6 billion (KSh 700 billion) into the ARRP stimulus package, which will be available to 5 million MSMEs and 25 million individual borrowers over the next five years. The plan envisions these 5 million MSMEs creating 25 million jobs directly and an additional 25 million jobs indirectly.

The ARRP aims to finance productivity gains in primary sectors such as agriculture and mineral resources, promote the processing and manufacturing of increased outputs, and facilitate trade and investment

in manufactured goods. By financing SMEs and populating production value chains, the Group aims to leverage technology, support social investments, and promote clean energy transitions, ultimately future-proofing investments while filling gaps in local, national, and regional supply chains.

Additionally, the ARRP is designed to position Africa to contribute to the evolution of diversified global supply chains, reducing over-concentration and dependence on limited resources.

Facilitating Cross-Border Trade and SME Growth

As a catalyst for economic growth, Equity has been instrumental in supporting Small and Medium Enterprises (SMEs), the backbone of the Kenyan economy. In the post-COVID-19 recovery, SMEs have played a vital role in revitalising economies globally. The Group continues to facilitate trade and promote economic integration across Africa, having signed agreements with the African Continental Free Trade Area.

Equity has organised trade missions and investor roadshows, including the recently

held 2024 DRC Investors Roadshow, along with previous successful events such as the Kenya-DRC, US-Tanzania, Belgium-DRC-Rwanda, Singapore-Kenya, India-Kenya, and South Africa-Kenya trade missions from 2021 to 2023.

The Group is facilitating cross-border trade through solutions such as trade finance and borderless banking services that enable real-time financial transactions across Kenya, Uganda, Tanzania, Rwanda, DRC, and South Sudan. This innovative service allows customers to transfer, deposit, and withdraw funds as if they were in their home country, significantly reducing transaction costs and streamlining cross-border transactions.

By integrating this service into its Equity Mobile and Equity Online platforms, the Group has enhanced banking convenience while championing financial inclusion and regional economic integration, ultimately driving growth and development in the East African region.

Leveraging Technology for Financial Accessibility

Equity has also been at the forefront of digital transformation, utilising innovative technology to enhance customer experience, streamline operations, and drive financial inclusion. The Bank's digital platforms, such as Equitel, USSD (*247#), Equity Mobile App, Equity Online, EazzyBiz, EazzyFX, and Pay with Equity (PWE), empower customers with self-service capabilities, making banking easier and more accessible.

Equity Group's fintech arm, Finserve, operates Equitel, a mobile virtual network that merges telecommunications with banking services, enabling millions of Kenyans to access financial services through their mobile phones. Earlier this year, Equitel became the first Mobile Virtual Network Operator (MVNO) in Africa to roll out 5G capabilities, underscoring the Bank's continuous investment in fintech solutions.

Insurance as a Protective Measure

Recognising the need for comprehensive financial solutions, Equity Group identified insurance as critical to enhancing both business and individual resilience, recently obtaining a general insurance license to complement its existing life assurance license. This expansion allows Equity to offer integrated financial services that protect life, health, and wealth through a diverse product range tailored for corporate,

SME, and retail customers. Building on the successful launch of Equity Life Assurance Kenya (ELAK) two years ago, which has achieved significant milestones during its initial operational period, Equity Group is now poised to extend its expertise into the broader realm of medical and general insurance. The new license will enable Equity General Insurance (Kenya) Limited to provide medical and general insurance solutions to an underserved market, furthering the Group's vision of transforming lives and expanding opportunities for wealth creation.

Driving Social Transformation

Equity Group Foundation (EGF) is driving social transformation through impactful investments aimed at enhancing lives, promoting dignity, and creating wealth opportunities. Notable educational initiatives include the Wings to Fly and Elimu scholarship programmes, which have provided comprehensive high school scholarships to 60,009 students. In 2024, 113 Equity Leaders Programme scholars from Kenya, Rwanda, Uganda, and the DRC received full university scholarships worth KSh 2.8 billion (USD 2.7 million), including 13 students admitted to Ivy League institutions.

As of September 30, 2024, the Foundation reached 5.7 million individuals through various social assistance programmes, distributing cumulative KSh 157.7 billion to support vulnerable populations. Its flagship health initiative, Equity Afya, established 128 medical centres nationwide, serving over 2.9 million patients, with plans for further expansion into the DRC.

Under its Enterprise Development & Financial Inclusion, Equity Group Foundation has trained over 2.4 million youth and women in Financial Education, 596,773 MSMEs trained in entrepreneurship with over KSh 323.3B disbursed to trained youth, women and MSMEs. The pillar works to stimulate job creation and economic growth for individuals and MSMEs through financial literacy, entrepreneurship training, business development services and digital literacy, under Young Africa Works Programme.

In Energy, Environment & Climate

Change, the Group continues to make its contribution to combating climate change through conservation and promoting the use of renewable energy. Some 30 million trees have been planted and over 464,445 clean energy products have been distributed to institutions and households.

To promote food security and support farmers to scale their ventures as a pathway to driving entrepreneurship and job creation in the agriculture sector, EGF under its Food & Agriculture pillar has impacted over 3.8 million small scale farmers and supported over 354,403 MSMEs in the agriculture sector. It has delivered these efforts through technology, training, access to markets and access to finance.

The Group's commitment to a tri-engine model, economic, social, and sustainability, maximises self-sustaining impact and optimises outputs across the interconnected value chain of the Group. This comprehensive approach not only aligns with the ambitions of the ARRP but also reinforces Equity's role as a transformative force in the financial landscape of Africa.

Recognition

The Group has developed an iconic brand and was ranked one of the most valuable in the Nairobi Securities Exchange (NSE) and Africa's top banking brand. The Group's impact continues to be felt in climate action, where the International Finance Corporation (IFC) recognised Equity as having the highest number of climate finance eligible transactions, most of which were in climate adaptation and mitigation in agriculture. The Group has also partnered with Microsoft and Mastercard Corporation to digitise 10 million customers under the community pass initiative.

In 2024, the bank was named the most admired financial brand in both Kenya and Africa at the 14th annual Brand Africa 100 awards. In August, it was honoured at the 2024 Euromoney Awards in London, securing titles such as Best Bank for Corporate Responsibility in Africa and Kenya, Best Bank for SMEs in Kenya, and Overall Best Bank in Kenya, all for the second consecutive year. Equity was also ranked the second-strongest banking brand in the world by Brand Finance.

Equity Group's unwavering commitment to innovation, financial inclusion, and economic empowerment continues to drive its success. As the bank expands its reach and embraces digital transformation, it remains a driving force for sustainable growth in Kenya and beyond. With its forward-thinking approach and deep-rooted belief in the potential of the communities it serves, Equity remains a beacon of progress in Africa's financial landscape.

For more information log on to: <https://www.equitygroup Holdings.com>



CHAPTER 15

Icons





Profile in Leadership and Change

His leadership transformed an insolvent building society into one of the world's most successful financial institutions.

Dr James Mwangi is a career banker acclaimed for his strong commitment to inclusive finance. He is the Group Managing Director and Chief Executive Officer of Equity Group Holdings Plc and Executive Chairman, Equity Group Foundation.

He is one of Africa's most renowned thought leaders, a visionary, a disruptive entrepreneur, and philanthropist. As a champion of sustainable social economic transformation, Dr Mwangi believes that individuals and societies have the potential to solve their socio-economic challenges if they are given the opportunity and access to resources.

Dr Mwangi is credited with providing the leadership that saw a small and technically insolvent building society transform to Equity Group Holdings, one of the largest and most successful inclusive and integrated financial institutions in the world.

Equity has been named the Second Strongest Financial Brand on Earth in 2024 by Brand Finance. It has also been recognised as the strongest financial brand in Africa by Brand Africa in 2024 and the most valuable brand in the region.

Dr Mwangi was named the 2012 Ernst & Young World Entrepreneur of the Year, becoming the first business leader from Sub-Saharan Africa to win this prestigious award. He was also among the finalists who were inducted to the Entrepreneur of The Year Hall of Fame and the World Entrepreneurship Academy.

While presenting the award, Jim Turley, Global Chairman and CEO of Ernst & Young, said, "Over the past 26 years, entrepreneurs have done more than any other group to stimulate innovation, job creation and prosperity during both periods of growth and in challenging economic conditions. James epitomises the vision and determination that set entrepreneurs apart and is very worthy of the title Ernst & Young World Entrepreneur of The Year 2012."



Dr James Mwangi, Group Managing Director and Chief Executive Officer of Equity Group Holdings Plc and Executive Chairman, Equity Group Foundation.

He was also named among the Top 50 Emerging Market Business Leaders and the 20 most influential people in Africa in 2011 by Financial Times; named the 2012 Forbes Africa Person of the Year by Forbes Africa magazine and was recently named in the Bloomberg 50 list of people who defined 2019 globally. He is an honoree of the 2020 Oslo Business for Peace Award, also described as the Nobel Prize for Business.

He currently serves on several international bodies as chair or co-chair or as an advisor. He was recently appointed to the World Bank Group High-Level Advisory Council on jobs to tackle looming crises. He is a member of the Nairobi Advisory Board of Columbia Global Centres, member of the continent-wide PACT initiative, a Board member

of the Economic Advisory Board of the International Finance Corporation (IFC), the Mastercard MEA Advisory Board, the Africa Leadership Academy in South Africa, the Global Alliance for Food Security and Nutrition.

He is also a guest lecturer at Stanford, Columbia, MIT, Harvard, IESE and Lagos Business School. More than 40 case studies have been written about the Equity Bank Tri-Engine Business Model globally. Locally in Kenya, he served as the founding Chair of Kenya's Vision 2030 from inception in 2007 to 2019, founding Chancellor, Meru University of Science and Technology and the Chairman of the Health Committee of Kenya COVID-19 Fund Board. He is the current and founding Chancellor of the Open University of Kenya.

WHAT MAKES EQUITY THE 2ND STRONGEST BANK BRAND IN THE WORLD?

CHAMPIONING SOCIO-ECONOMIC PROSPERITY BY SUSTAINABLY EMPOWERING THE PEOPLE OF AFRICA.



Spirit of Brothers Spins EPZ Wheels

The siblings have grown with the company; fighting, celebrating, struggling and sticking together in both good and tough times.

Under the African Growth and Opportunity Act (AGOA) of 2000, Kenya became quota and duty free. Relatively brief discussions between United Aryan (EPZ) Limited and the Kenyan authorities turned into commitment from the latter and United Aryan started construction in 2002. The decision to build the Kenyan outfit was made in the middle of 2001.

United Aryan is owned by brothers Pankaj Bedi, who is the chairman, and Amit Bedi and a friend of the family, Lokesh Malhotra. They are not alone. They have colleagues who have grown with the business and who command even more respect and say in the business than the two.

But the brothers feel proud that the company has many leaders who have been with it since its inception. In the words of Pankaj, they have all grown up with United Aryan, fighting, celebrating, struggling and sticking together. He says they have a unique commitment which has kept them together in both good and

tough times to ensure the growth of the company.

In mid-2002 United Aryan's machines roared into life to make shorts for girls for targeted stores in the United States as the company's first production piece. Its initial investment, excluding the zone's, was US\$10 million.

The brothers say they raised this money themselves because initially the banks were not supportive. The situation eventually changed and the company took loans out loans to finance its expansion. But, when United Aryan eventually started production, the union called a nationwide strike. The company could not operate.

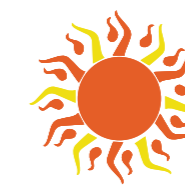
The brothers say the business survived because of "our spirit of resilience and commitment. We have never backed out of anything half done. We have always had, and still have, the spirit to complete the circle. We faced down the unionists

and told them we would either get back to work or get out of Kenya. We prevailed."

The two rank Kenya's EPZ policy as one of the most progressive in Africa. They applaud the work ethic of Kenyans, saying it places in them in good stead for growth. They also regard Kenya's logistics and infrastructure as better than most on the continent. Clearly AGOA is key for EPZ, without it United Aryan would not compete even with countries such as Egypt and Ethiopia.

Pankaj and Amit were born in New Delhi. Pankaj left 32 years ago for Dubai where he was joined by Amit eight years later in the business he set up in 1992. Pankaj travels to Nairobi for work, but his home remains Dubai where he lives with his wife and children live.

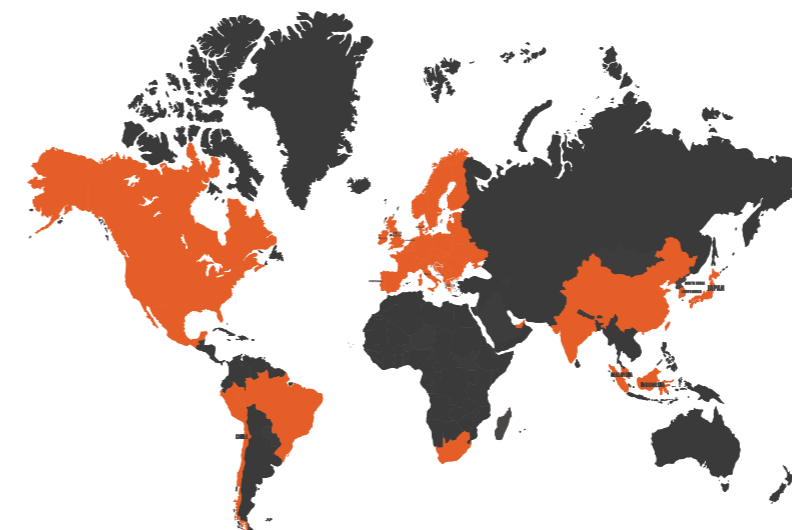
Amit lives in Nairobi with his family. The latter manages the United Aryan (EPZ) Limited operation in Kenya and runs its



United Aryan (EPZ) Ltd

You Sketch... We Stitch

Countries Served



- 1. USA
- 2. UAE
- 3. India
- 4. Chile
- 5. Japan
- 6. Korea
- 7. Europe
- 8. Mexico
- 9. Taiwan
- 10. China
- 11. Canada
- 12. Brazil
- 13. Malaysia
- 14. Indonesia
- 15. South Africa
- 16. Peru

Fabric Handled

- Woven Denim (Rigid & Stretch 5 to 14.5 oz.)
- Knit Denim (Dobby & French Terry)
- Non-Denim like Twills, Canvas, Herringbone, Ribstop
- (Rigid & Stretch 3.5 to 12 Oz.)
- Synthetic Fabric (Rigid & Stretch & Bi-Stretch)
- Knits (Cotton/Poly/Blended Jersey, Fleece, Pique)

Product Range

- Ladies wear
- Men's wear
- Kids wear
- Uniforms

Garmenting:

Sewing
2,758,140
Pcs/month

Washing
3 Million
Pcs/month

15,000+

Employees

70%

Female Employees

5

Production Units

6,560+

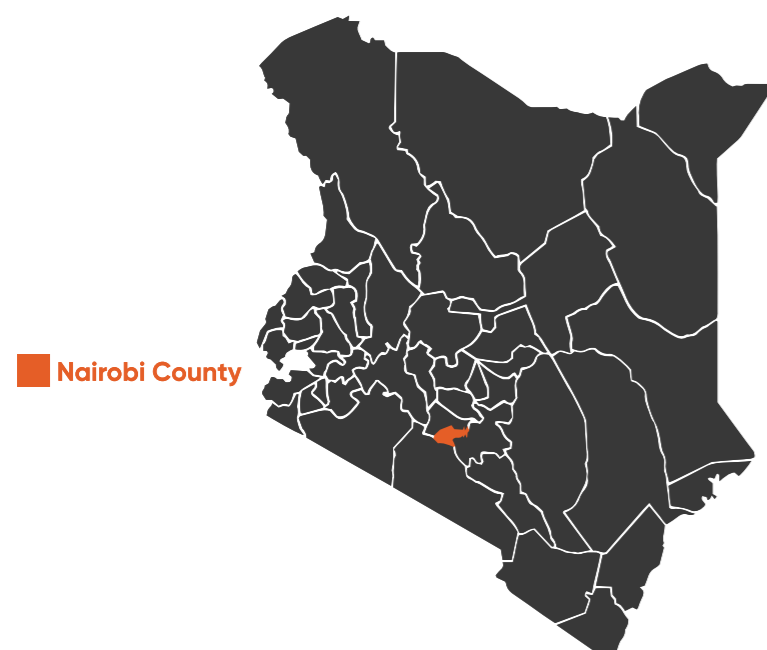
Machines

33+

Million Garments Per Year

110

Production Lines



Nairobi County

**United Aryan
Chairman,
Pankaj Bedi**



**United Aryan
Managing
Director,
Amit Bedi**



vibrant and popular Corporate Social Responsibility (CSR) programmes to which he is increasingly personally dedicated.

Pankaj's mainly interact with buyers and suppliers and participates in policy-related discussions which are aimed at sharpening the global competitiveness of the EPZ sector. Over the years, both have created unwritten and unspoken rules and lines which they do not cross and interfere in the other's responsibilities.

Pankaj, however, confesses that he occasionally crosses a line, and Amit continues to be magnanimous and accord him more privileges.

When asked what they would like to tell the country's political leaders if the opportunity presented itself, the brothers are clear eyed: "We will definitely push for global cost competitiveness which is what we don't have and that is pulling us down. We will also insist that the government finds ways to sustain the good that has already been created while leaders are exploring new opportunities for the generations to come.

What we have has been built painstakingly and so as the government looks for new investors, for example, it should ensure that those already here and contributing to Kenya's manufacturing and development, are not cast aside and

forgotten. We strongly believe that Kenya will continue to evolve and transform to a better place but disruption is not required for that to happen.

We should keep the faith on our abilities as a nation, believe in doing the right things and building on the good which already exists.

For example, we need to recognise the aspirations of the restive Generation Z, but at the same time guide the young people to achieve those aspirations responsibly. Clearly Kenya needs to create jobs as priority and expeditiously at many different levels for the young people."



Your Captain Speaking

The greatest asset of the founding sextet was their singular determination to work early and late in their quest for success.



Captain Mohammed Abdi does not share the view that the airline business is a preserve of the rich. He says he and five others pooled resources to found their first airline. "Some of us had saved some money; others borrowed and together we launched an airline whose only asset was its one small plane," he says.

However, he says, the greatest assets of the sextet was their singular determination to succeed. They were ready to work early and late and hard and long. Abdi and another director were the pilots and working directors. Abdi had only recently left the military, courtesy of which he learnt to fly and trained as a traffic controller.

When serving his country as a uniformed officer, a proud member of the disciplined forces, and when training and working as a traffic controller, running an airline was not uppermost in his mind. Indeed, growing up and going to primary school in Wajir between 1978 and 1985, and later Nairobi School from 1986 to 1989, flying did not feature in his future plans.

Training and working as an air force pilot between 1991 and 2002 and as traffic controller, and earning a Master of Business Administration degree from Moi University in 2010, however, both influenced and changed Abdi's career trajectory. His diligence and patience, humility and stickler for business ethics saw him part company with partners and, eventually, in 2013 strike out alone.

Finally, Abdi and Skyward Express have come good. A large, ultra-modern and state-of-the-art terminal at Wilson Airport and another at the Jomo Kenyatta International Airport (JKIA), and set to start operating in the East African region, Abdi has set his eyes firmly on not only taking on the national carrier, Kenya Airways, but also becoming a continental player.

His is a story of slow and painstaking growth from humble beginnings when he flew to Somalia and worked mainly in South Sudan to establishing local dominance and being able to link Kenya's



Captain Mohammed Abdi

old and better developed towns and cities to the upcoming counterparts and regional capitals, a captain and have truly come a long way.

From his office on the building which is home to the old terminal and hangar, and a stone's throw away from the new building that houses the state-of-the-art terminal and expansive hangar, Abdi, explains that a small mistake can bring down an airline. It is why an aircraft maintenance schedule is strictly followed and why Skyward Express has developed a culture of discipline.

"A new employee may have been trained elsewhere and is fully qualified for the job we are offering him or her, but he or her will undergo fresh training which is based on our culture as an airline, on our singular pursuit of safety, on our discipline, and as a model of excellence," a thoughtful Abdi lays down the law.

He insists staff, be they cabin or ground crews, caterers, cleaners, engineers, wherever they are, working seamlessly to ensure the planes are serviceable, take off on time and land on time, then they



Sky's the limit: Skyward planes and tower at Wilson Airport.

are cleaned and readied for the next flight and that they turnaround time is within the set limits. The phrase that comes to mind, but which Abdi does not use, is military precision.

But even the best training, the most elaborate and paid out plans or the strategies that have been tested and rehearsed, cannot prepare an airline for a confrontation a pandemic. But even as he talks about, and acknowledges the devastation that the Covid 19 pandemic wreaked on businesses, Abdi remains calm and composed.

Indeed, he brighten up when he begins to talk about the fact that Kenya's airline industry appears to have turned the corner and Skyward Express, like the rest of the players, has picked up the pieces and moved on. Abdi is an optimist even as he points out that the airline industry is capital intensive, and which is the closest he comes to saying it is expensive business.

During the pandemic, Skyward Express retained its employees when most companies, unable to make money, sent staff home. That speaks volumes about Abdi and clearly channels his company's Corporate Social Responsibility (CSR) outlook.





Doctor Challenging Infertility

The findings were startling. Girls as young as 25 ceased having periods and not all women who became pregnant gave birth.



Always busy and softly spoken, unassuming and self-effacing, many may not notice him and most may not associate him with the ground-breaking and impactful Nairobi IVF Centre. His name is Dr Joshua L Noreh. He is a scholar and obstetrician-gynaecologist, and Kenya's pioneering, and now world-renowned, in-vitro fertilisation (IVF) hospital, is his brainchild.

He is an alumnus of the well regarded Nyang'ori High School in Western Kenya, the famous Mang'u High School in Central Kenya, and the University of Nairobi where he earned his first degree. He has Master of Science degrees in embryology and clinical oncology and other qualifications in Assisted Reproductive Technology (ART) from English, Spanish and German universities.

Dr Noreh was a tutorial fellow at Moi University before returning to the University of Nairobi for his masters programme. It was during his research for his second degree that he made the finding that would lead him into the world of Assisted Reproductive Treatment and, ultimately, the establishment of the Nairobi IVF Centre.

Dr Noreh together with his wife Joy T Noreh, a nurse, who was his research assistant, investigated the gynaecological question of the age of menopause and the obstetric question of the outcome of pregnancy.

They established at the end of their study, that not all women in the locality who became pregnant delivered and that not all women entered menopause at 55. They found that some girls ceased having their periods at 25.

Dr Noreh and Joy came to the conclusion that infertility was the problem and they resolved that in the future they would establish a specialised clinic to provide a solution to the challenge of infertility.

During her investigations for her Master of Science in Nursing degree on the acceptability of primary health care, Joy made an interesting discovery. Patients



Pioneer: Dr Joshua Noreh, Kenya's IVF pioneer, with the babies whose arrival thrilled Kenyans.

believed that it was their word that counted. They perceived their word to be good and to the good. What they perceived to be good is what they looked for.

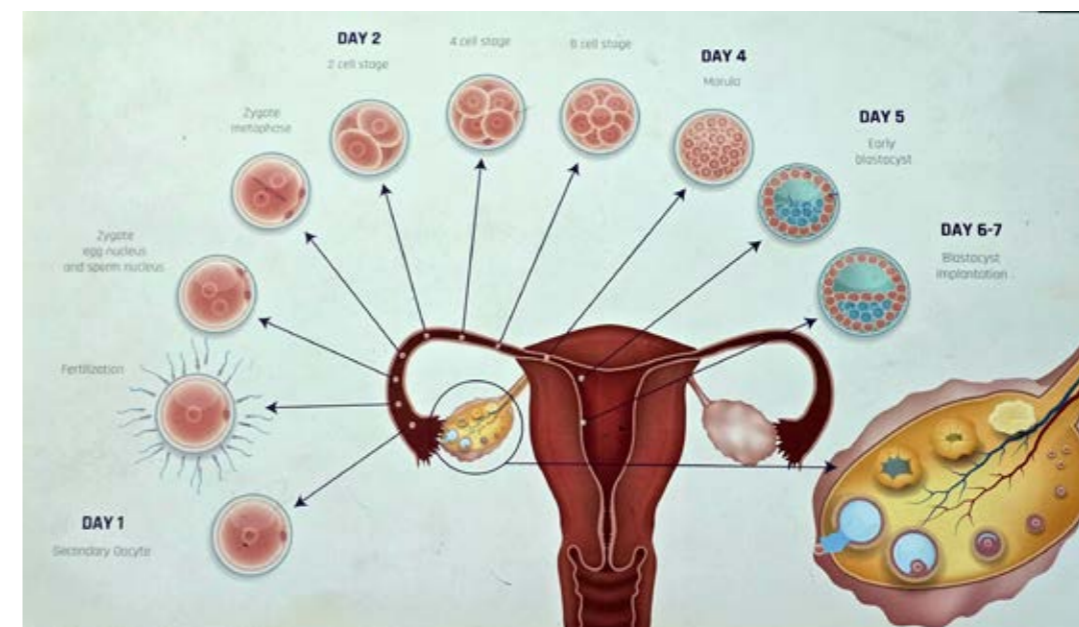
This was an eye-opener because, according to Joy, if her husband's thesis gave them the need (IVF), then, her's gave them the module (the practice). In 2002, Dr Noreh set up an ART practice and also embarked on Intra-Uterine

Insemination programmes. In 2004, he and Joy started the Nairobi IVF Centre.

IVF was uncharted territory, but in 2006 the centre gave Kenya its first test tube babies. The news stopped many Kenyans in their tracks. What they had heard happened in the developed world had occurred in their capital and had been performed by their own. The Nairobi IVF Centre has since thrived and IVF has become normal.



Joy Noreh, holding one the test tube babies last year.



Developing: Embryos are implanted into uteri on the fifth day of their development.

The Nairobi IVF Centre Ltd
2nd floor, Landmark Plaza,
Argwings Kodhek Road.
P.O. Box 29748-00202 Nairobi
Telephone: +254202731982
Mobile: +254722458089
Website: nairobiivf.com



Gunning For Regional Market

The operation does not have a standalone office. Everything happens in the stores, including the chief executive's office.



He is on the jogging track at 4.00 o'clock in the morning and covers 15 kilometres. After his shower, he dresses up and heads to the office. He does that every day, except the weekend when he spends time with his family and tends to his cattle and coffee.

Rearing beef cattle and coffee farming are what will occupy his time and mind when he retires from the corporate world because, he says, he likes to do what most people avoid. Coffee excites him because it is still the most traded commodity in the world after oil.

He is the chief executive officer but his office is in a supermarket because, he says, the store is the business and the business generates its revenue from the store. His name is Peter Kangiri and he leads the team that runs Quickmart, Kenya's second leading supermarket chain.

"Every year I visit each of our stores four times. I visit because our business is not at the head office but in the stores and that is why our head office is in a store. We do not have a standalone head office, it all happens in the store. We generate our revenues from the stores. What is happening in one store reflects what is happening in all other stores."

Early in his life, he looked forward to being a civil engineer. That was not to be for he ended up training and working in finance, rising to serve as a chief finance officer and a consultant. But even then, he says, his line was not technical finance, but business entrepreneurship. Kangiri describes himself as a business entrepreneur who is concerned with the future of an enterprise - be it his own or that of his employer.

Indeed, even previously as a chief finance officer and now as chief executive officer, he is preoccupied with "moulding the future and focussing on the long term" rather than the here and now.

"My challenge is not today's operation, but rather how to navigate the next five years. That is my vision every day. And



In the store: The office of Chief Executive Officer Peter Kangiri is in a busy store.

that is not only in regard to Quickmart, but also about my own legacy projects to which I intend to retire." So is his mind fixed on 2030? He gives a one-word answer. Absolutely!

There is a reason for that. It is Kangiri's plan to increase Quickmart's presence in the counties from 16 to 35 in the next five years. He also plans to open stores in Uganda, Tanzania, Rwanda, the Democratic Republic of Congo and Ethiopia in the same period. Indeed, in these five years he expects to have knocked Naivas off its perch of Kenya's leading retailer.

This is a cause. "The reason why I joined the four stores that were later to merge to form Quickmart was for their transformation from second tier retail businesses into a corporate entity." Then as now, Kangiri knows he has his work cut out, but he relishes a challenge.

"I knew there was a huge challenge in attracting talent because retail in Kenya is not as well regarded or seen as a profession, like say, the banking, insurance and telcoms sectors.

Unlike in South Africa, for example, retail is not taught as a discipline at our

universities. It is why we are engaging Strathmore University to chart a course on the retail industry."

Kangiri is a strong believer in recruiting, developing and preparing talent, especially the young people, for the future because today he is the CEO and in the next few years he has to hand over the baton to a person who must know the business.

"It boils down to how can we run this business efficiently where people understand from the outset the key strategic control points that one has to

check and that is the challenge because we still run retail as a general business, like a shop, yet today's retail is a science.

"That means there is a lot of calculation one has to do because you are dealing with more than 40,000 products and it is difficult to muster that large number of SKUs (stock keeping units) on store shelves.

You have to have the right technology, right financial system, controls and, at the same time, the right human capital to turn the data at their disposal to information and use that information."

How has Quickmart grown and how does it intend to grow over the next five years? Kangiri says the trick is to target other supermarkets and acquire and merge. The growth has, therefore, not been organic. Quickmart and Tumaini in 2019 had a 24-store operation.

Then there were private equity partners who first invested in Tumaini and then in Quickmart before Kang'iri took over as Chief Executive Officer in November of the same year. The merger between the two took place in January of 2020.

Quickmart closed 2024 with 60 stores spread across 16 counties, but 37 per cent of the stores are in Nairobi and its environs and they in turn make up about 70 per of the company's total business. Twenty five of the company's stores are 24-hour operations. Quickmart has over 7,000 staff because the retail business is labour intensive. About 100 staff are required to run an average store.

What is Kangiri's parting shot? "I would like my legacy as I hand over the mantle to the next leadership to be having taken this business to the regional sphere. In the next five years, would like us to have a presence in Tanzania, Uganda, Rwanda and the Democratic Republic of Congo and Ethiopia. This the next phase of growth and we are laying the groundwork.

Our current private equity partners are exiting having been with us for almost seven years and so we are shopping for new investors in our business to fund the expansion. However, much as we focus on regional expansion, we are still aware that Kenya is still a big market and we could potentially have 200 stores."

He has reason to be optimistic about the future. Today Quickmart has more than 4.5 million transactions per month and 150,000 transactions daily as compared to about 2.5 million in 2019. Indeed, 75 per cent of the retailer's business is driven by loyal customers, highlighting the importance of the chain's engagement with customers, product assortment and pricing.



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BEST OF KENYA



GLOBAL VILLAGE PUBLISHING INC.
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BUSINESS BAY SQUARE (BBS) MALL



Situated along General Waruinge Street in Eastleigh, Nairobi, is East Africa's largest shopping centre, spanning 165,000 square metres and housing over 1,500 retail stores. It offers a wide range of products from fashion to electronics, and features renowned brands such as LC Waikiki, Town Team and Miniso, alongside local retailers. It has parking space for more than 2,000 vehicles.

Beyond shopping, BBS Mall integrates essential services including hospitals, a mosque, and over 10 financial institutions. The mall also provides recreational facilities such as virtual reality experiences, bowling alleys, and play areas for families. Dining options are diverse, with over 40 eateries offering global and local cuisines. Additionally, BBS is home to the first-ever Gold Souk in the region, making Nairobi a premier destination for gold enthusiasts in East and Central Africa. Phase 2 will comprise a 5-star hotel and serviced apartments.

We aim to become the premier lifestyle destination in East and Central Africa, renowned for offering a world-class shopping experience, entertainment and a commitment to fostering a vibrant, inclusive community.



Location & Contacts

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info@bbsmallnairobi.com