REPUBLIC OF KENYA
THE NATIONAL TREASURY AND PLANNING
STATE DEPARTMENT FOR PLANNING

DRAFT

SDGS STAKEHOLDERS ENGAGEMENT FRAMEWORK FOR KENYA

June 2019

Acronyms

AU	Africa Union
CAF	County Assemblies Forum
CBOs	Community-based organisations
COTU	Central Organization of Trade Unions
CSOs	Civil society organisations
EAC	East African Community
FBOs	Faith-based organisations
GOK	Government of Kenya
IAP2	International Association for Public Participation
IATWG	Inter Agency Technical Working Group
ICPAK	Institute of Certified Medical Practitioners
IEC	Information, education and communication
KAM	Kenya Association of Manufacturers
KENBS	Kenya National Bureau of Statistics
KEPSA	Kenya Private Sector Alliance
KMPDU	Kenya Medical Practitioners, Pharmacists and Dentists Union
KNCCI	Kenya National Chamber of Commerce and Industry
MDGs	Millennium Development Goals
PLWD	Persons living with disabilities
SDGs	Sustainable Development Goals
SME	Small and medium enterprise
UN	United Nations
UNDP	United Nations Development Programme
VNR	Voluntary National Review

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Foreword

Since the first United Nations Conference on Environment and Development in 1992 known as the Earth Summit, it has been recognized that achieving sustainable development would require the active participation of all sectors of the society and all types of people. Agenda 21, adopted at the Earth Summit, drew upon this sentiment and formalized the nine sectors of society as the main channels through which broad participation would be facilitated in the United Nations (UN) activities related to sustainable development. This was facilitated by the Major Groups and other stakeholders. Stakeholder engagement is critical to the SDGs Agenda of coordinating the implementation of the Sustainable Development Goals into Kenya's Development processes.

After adoption of the 2030 Agenda, there has been continued recognition of the role of key stakeholders in ensuring that the SDGs are attained at the national and sub national levels. Each country faces specific challenges in its pursuit of sustainable development and therefore each country has primary responsibilities for its own economic and social development. The implementation of the SDGs at all levels must therefore acknowledge the role of the diverse private sector, ranging from micro-enterprises to cooperatives to multinationals, and that of civil society organizations and philanthropic organizations and foundations in the implementation of the new Global Development Agenda.

There is, however, overall need by all stakeholders to reach out to the governments as well as to International Organizations on their commitments in order to encourage and promote effective public, public-private partnerships, building on the experience(s) and resourcing strategies that will facilitate the realization of the 2030 Agenda. So far since the development of the Kenya SDGs Roadmap, there have been fruitful engagements among stakeholders in the SDGs fraternity. However, in order to deepen the engagement as well and structure it well there is greater need to actualize SDGs multi-stakeholder engagement framework going forward.

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I.   Introduction

The SDGs multi-stakeholder engagement framework is developed as part of the wider ongoing efforts by different stakeholders in Kenya, particularly the civil society and the government of Kenya, to accelerate the momentum on the implementation of the SDGs since their adoption by the United Nations Member States in September 2015. The development of the framework is part of the activities and engagements by different stakeholders geared towards helping the country remain on track on the SDGs implementation. These include, among many others, the official launch of the SDGs process by the government (2016); preparation of Voluntary National Reports used as an attendant report at the High Level Political Forum(HLPF) in 2017); a Roadmap for SDGs prepared by the government (2017); and an analytical report by SDGs Forum on the policy environment for SDGs (2016) among others.

The SDGs multi-stakeholder engagement framework is designed to ensure no one is left behind. By ensuring inclusivity, the framework allows stakeholders to monitor, evaluate and learn from the success or otherwise of the implementation of SDGs. It is also designed to enhance cooperation among SDGs actors and share knowledge and information on SDGs, their targets and indicators.

The engagement framework outlines the models for engagement; the key actions, capability improvement agenda, approaches to risk oversight and management, and performance framework(s), drawing each back to the strategic priorities of all the partners and key players in the process. The Framework sets out a strategic approach to stakeholder engagement that includes principles of engagement; benefits of stakeholder engagements and a five-step model for conducting multi stakeholder engagement activities and a matrix to support the tailoring of the differentiated levels of engagement to the tasks, recognizing the tools and strategies that must be fit-for-purpose, and appropriate to the issues on which partners seek to engage. The framework also outlines challenges to consider; and opportunities and strategies for success.

1.1 Background

The 2030 Agenda for Sustainable Development and the Africa Agenda 2063 were adopted when Kenya was already implementing the Kenya Vision 2030, the country's long term economic blue print that is implemented through five-year successive Medium-Term Development Plans (MTPs). The Kenya Vision2030 comprises the three pillars; Economic, Social and Political, that provide the framework for integration of the three dimensions of sustainable development based on key Foundations and Enablers. Recently the Government has prioritized the "Big 4 Agenda" that focuses on Food Security and Nutrition, Universal Health Care, Affordable Housing and

Manufacturing. The Big 4 are intended to fast track the achievement of Goals, 2 (Zero Hunger), 3 (Good Health and Wellbeing), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure), and 11 (Sustainable Cities and human settlements or communities).

Considering these realities, Kenya faces challenges of how to fulfill the commitments that have been made through its development frameworks and accelerate the implementation of the SDGs work within the given timeframe for all stakeholders to work together to find sustainable solutions to thedevelopment challenges. Overall, both the global and continental development frameworks impact on how to discharge our mandates, and it is only through the understanding and appreciation of these realities that allow all players to respond in a meaningful and coordinated manner.

Kenyans desire to witness accelerated transformation of the economy. The call for radical economic transformation enjoins all Kenyans to strive for a higher economic growth that can translate into increased employment, reduction of inequality and a decisive advance in rolling back the frontiers of poverty. In order to advance economic transformation, there is greater need to give effect to the Kenya Vision 2030 and its Medium Term Plan III that has spelt out the priorities of the Government over the five year period (2018-2022) with the aim of *Reducing Inequality, Stimulating Growth, Employment and Industrialization of the Kenyan Economy* through its thematic focus on transforming lives to achieve socio economic growth and development and sustainable development through the Big 4.

1.2 Genesis of Multi-stakeholder engagement framework

Sustainable Development Goals (SDGs) are more expansive and ambitious compared to the preceding Millennium Development Goals (MDGs). They are unique in that they set targets for both developing and the developed countries. The 2030 Agenda further places the People, Planet, Prosperity, Peace and Partnership at the epicentre of development and calls for meaningful and active participation of the people and stakeholders at all stages, from SDGs integration into the national and sub national strategies, to implementation, and monitoring, evaluation, review and learning.

During adoption of the 2030 Agenda, the Heads of State committed themselves to enhance partnership for sustainable development. These partnerships are intended to bring together governments, the private sector, civil society, academia, media, the United Nations system and other actors. Partnerships are deemed important in mobilizing and sharing knowledge, expertise, technology and financial resources for the achievement of Sustainable Development Goals, in the spirit of SDG 17. Kenya's experience in the implementation of the MDGs is informed by the

fact that, it is not enough to acknowledge inability or ability to attain the set development targets, hence the importance of calling for the deepening of dialogue(s) among the various SDGs stakeholders for effective service delivery. These lessons form the foundation for the SDGs implementation in Kenya if any meaningful dent on development challenges is to be made.

Informed by the experiences in the implementation of the MDGs and in support of the Heads of Government commitments to enhancing both the global and national multi-stakeholder partnerships for sustainable development, the Government of Kenya has been working closely with various stakeholders in the SDGs processes. The 2017 Voluntary National Report was prepared through a consultative process in which most of the SDGs stakeholders were involved. This is a clear indication of collaborative efforts towards the implementation of the 2030 Agenda.

Since the inception of the SDGs in Kenya and several milestones have been achieved that include the official launch of the SDGs process by the Government in 2016; preparation of Voluntary National Report presented during 2017 High Level Political Forum; preparation of the analytical report on the policy environment for SDGs in 2016; capacity building of various stakeholders; advocacy and awareness creation. A roadmap for the SDGs in Kenya was prepared focusing on critical milestones that are crucial to the effective transition from MDGs to the SDGs. These efforts can be galvanized through a sustainable and properly crafted stakeholder engagement framework.

One of the broad thematic areas identified in Kenya's SDGs Roadmap is the development of a stakeholder engagement and SDGs coordination framework. This was in recognition of the fact that the implementation of the government development agenda, including the SDGs, will depend on strong partnerships with the active engagement of government (National and county), as well as the civil society, the private sector, and the United Nations system. The Government believes that stakeholders' participation is important in guiding decision-making and supporting it in achieving its strategic development objectives. Whereas the responsibility of coordinating the implementation and tracking of the SDGs is within GOK's mandate, the actualization of the same is a shared responsibility among all stakeholders. This is because, engaging stakeholders with diverse knowledge and opinions can result into meaningful exchanges as participation allows the stakeholders to understand the complexities involved in how the SDGs are delivered, and provides opportunities and shared platforms to help inform and shape the decisions that affect people's lives.

The development of the SDGs Multi Stakeholder Engagement Framework thus needs to be geared towards providing direction in the stakeholder engagement and communication using accountable and transparent processes. It will also ensure that stakeholder engagement activities

are integrated and undertaken in a co-ordinated manner to improve the effectiveness of Government as well as the State Department for Planning's engagement efforts. The engagement framework is expected to provide a broad framework to harmonize and galvanize efforts by all actors in the SDGs process. There is also need for stakeholders in the implementation and tracking of the SDGs to engage. In addition, the stakeholder engagement framework represents the government of Kenya's commitment to work effectively with all stakeholders, to listen and learn, and to continue to improve on performance management. The engagement framework seeks to:

1. Place stakeholder engagement as core business for the Government and the State Department for Planning(SDP);

2. Facilitate effective collaboration and knowledge sharing among multiple actors and players in the SDGs process;

3. Communicate mutual and shared commitments to stakeholders;

4. Establish a consistent approach to stakeholder engagement across the government/SDP; and,

5. Support improved planning and informed policies, programmes and services.

6. To support in working out on modalities on the SDGs multi-stakeholder engagement.

Stakeholders' engagement and public participation are integral elements in developing, designing and implementing policies and development strategies that benefit all Kenyans. The SDGs engagement framework will not only bolster stakeholder relations in the SDGs process, but is also a means to help build better relationships with key actors and societies in which to operate, ultimately resulting into improved planning and performance management. This calls for the need to bring together many experts to share their knowledge, ideas and contributions for it is only with their support and collaborative efforts that Kenya can be able to ensure the smooth implementation and tracking of SDGs progress as well as the smooth running of the economy.

II.   Kenya's SDGs multi-stakeholder engagement framework development process

The State Department for Planning engages often with stakeholders on its programmatic purposes and vision. The quality of the relationships with the stakeholders determines how well it delivers on its vision for the attainment of SDGs. The department is also committed to a two-way open communication that involves listening to the stakeholders, keeping them informed and being clear about how their concerns are addressed. Having clear expectations keeps the ongoing work understandable, rewarding and focused. This approach is about recognizing and understanding the values, beliefs, perceptions and ideas of the stakeholders - not simply just agreeing. Developing relationships that reflect the shared values and understanding enables differences to be acknowledged and expressed. It also provides the basis upon which real dialogue and interactions can occur.

This engagement framework is a result of three consultative workshops with stakeholders. The first stakeholder engagement strategy forum was held at Gelian Hotel in Machakos between 5th and 6th March 2018. This was attended by civil society organizations from across the country and officials from the State Department for Planning. It was agreed that there was need for a standing stakeholder engagement framework for the CSOs. During this meeting, it was also agreed that the , the framework be expanded to cover the other stakeholders in the SDGs processes. It was also agreed that to sustain the SDGs stakeholder engagement framework, the engagement should be based on activities spelt out in the SDGs implementation strategies. It was further agreed that jointly planned and agreed activities should be funded from a basket funding where possible.

2.1 Previous stakeholder engagement: Experience from MDGs era
2.1 Past engagement strategies

The State Department for Planning is coming from a history of engaging with different stakeholders in the process of executing its mandate. The promulgation of the Constitution 2010 ushered a new era for citizen participation in Kenya by embedding public participation as a principle of governance which binds all state and public officials. The delivery of the MDGs in Kenya was based on the multi-stakeholder partnerships. However, the engagement was ad hoc, uncoordinated, unstructured and was mainly on 'need be basis'. Some of the key engagements during the MDGs period includes; County consultations, National Conferences, Civil Society Organizations Forums, Parliamentary Engagement, Media Involvement among others

During these consultations, stakeholders shared experiences in the implementation of the MDGs, exchanged inputs and ideas on how to drive the MDGs process in an inclusive and open debate with relevant knowledge on development challenges, opportunities and solutions. This is an area that needs to be continued as the forums played an important role in bringing all stakeholders

together to discuss the MDGs from different angles. The forums will create a platform for the stakeholders to share experiences and bring in new ideas on how to accelerate the implementation of the SDGs in the country.

2.1.3 Civil Society Organizations Forum

The Civil Society Organizations (CSOs) workshops on implementation of MDGs were organized by the Ministry of Planning in collaboration with United Nations Development Programme (UNDP). The main objectives of these workshops were to share experiences and lessons learnt in implementation; discuss the role of stakeholders; financing modalities and to forge the way forward in the implementation of the MDGs. In the last years of the implementation of the MDGs, the forum was used to discuss the Post 2015 Agenda and modalities of how to domesticate it once adopted. The CSOs are important partners in the implementation of the SDGs and therefore such forums need to be continued.

2.1.4   Research Institutions Involvement
 Research conducted by think-tank or universities during the MDGs era

2.1.5   Media Involvement
Gala and awards nights

2.1.6   Parliamentary Engagement
Forums that were specific to MPs during the MDGs era

2.2 From MDGs to SDGs engagement framework

Stakeholder engagement is an on-going process to develop and maintain relationships that involve people and stakeholders so that they are empowered to share their views and opinion on the changes and developments that are, or may be, considered. Stakeholder engagement may provide several key benefits to the SDGs process including: improving the evidence base; greater public acceptance; higher likelihood of intervention success; wider communication of interventions; and increased likelihood of impact on decision-making. However, engaging stakeholders can also be associated with disbenefits, such as reinforcing power imbalance, causing or worsening misunderstandings, and delaying decision-making. However, these negative impacts should not be taken as a reason to avoid stakeholder engagement, but highlight the need for carefully planned, unbiased and balanced engagement.[1]The engagement of stakeholders is premised on the rationale that those who can affect or are affected by the decisions and achievements of an organisation's purpose should be given the opportunity to participate in the development of decisions that affect them.

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[1] *Environmental Evidence:* The official journal of the Collaboration for Environmental Evidence 2017

Many organizations are increasingly becoming aware of the changes in the wider society and how these relate to their performance. As a result, they are establishing relations with stakeholders as a means of managing the impact of those changes.

Whereas the responsibility of coordinating the implementation and tracking of the SDGs is within the GOK's mandate, the actualization of the same is a shared responsibility among all stakeholders. This is because, engaging stakeholders with diverse knowledge and opinions can result into meaningful exchanges as participation allows the stakeholders to understand the complexities involved in how the SDGs are delivered, and provides opportunities and shared platforms to help inform and shape decisions that affect people's lives.

The process of developing the SDGs stakeholder engagement framework is triggered by the realization among partners that Sustainable Development Goals are more ambitious than the MDGs and encompass a larger sphere of development than ever before. The realization led to the discussions that going forward Kenya may require better targeted or structured approaches if the country were to make better progress than in the past

While the engagement will be driven by the strategic priorities, stakeholders must always be aware of other stakeholders' objectives, environment, expertise and level of influence. A clearer vision and common goal for engagement allow for a more focused and meaningful engagement. By planning communication and managing expectations, it is possible to build lasting goodwill with the stakeholders participating in the process and develop understanding about engagement capacity.

Relevant stakeholders need to be identified while engagement should be made easier. Identification of stakeholders should also consider those who may be harder to reach for reasons such as language, culture, age or mobility. The stakeholders need to be provided with the information they need to participate in a meaningful and inclusive way. There is need to be open and honest in the engagement conduct and set clear expectations. In general, the SDGs multi-stakeholder engagement framework is envisaged to stand on the maxims of effective engagement outlined in the next chapter.

2.3 State Department for Planning's approach to SDGs multi-stakeholder engagement

The State Department for Planning interacts with a broad range of stakeholders, from key stakeholders who have interest in facilitating the implementation of the SDGs Agenda to those that are beneficiaries of the realization of the SDGs goals and targets. Stakeholders may be external or internal to the department, the latter including colleagues within the State Department for Planning in addition to other Government Ministries, Departments and Agencies.

The Department's approach to SDGs multi-stakeholder engagement is based on an adaptation of the International Association for Public Participation (IAP2) spectrum. The IAP2 spectrum is an internationally recognized framework, designed to assist the organizations select the appropriate level of participation required for the different stakeholder groups. The spectrum has a flexible range of approaches and tools depending on the goals, timeframes and resources available and the interests of the other parties It recognizes that different projects can require different approaches and that stakeholder needs can change over time. Stakeholders may also need to be engaged in different ways depending on the prevailing dynamics and circumstances that may prevail or be identified. This approach has been adopted by a number of other countries. Additionally, the spectrum has drawn from best practices on 'Effective Engagement'.

The stakeholder engagement framework needs to be supported by detailed guidance, tools and templates, together with learning and development and management system that would support users throughout in planning, designing, undertaking and evaluating stakeholder engagement activities. The State Department for Planning has adopted five key principles to guide stakeholder engagement activities. The principles are the set standards to which we aspire in building consistent, open and respectful working relationships and have been agreed on following stakeholders' extensive consultations. The principles have been tested against and are consistent with the current stakeholder engagement standards and practices across the public and the private sectors, locally and internationally. We intend to begin every engagement with a clear understanding of what we want to do and achieve.

Finally, the State Department for Planning has a broad range of interactions with stakeholders and managing these relationships and stakeholder expectations are integral to its core business. Stakeholders vary in their impact, significance, interest, longevity and relevance in relation to the department's objectives. Effective stakeholder management supports the department by interpreting the external environment and responding and influencing accordingly. It enables a consistent approach across the SDGs Agenda by ensuring that an appropriate response, which is sensitive to particular policy or departmental issues takes into consideration the stakeholders' interests that must be considered.

Kenya's multi-stakeholder engagement framework

The stakeholder engagement in Kenya will be regarded like a project which will involve adequate analysis, preparation, implementation, reporting, evaluation and follow up. It will be an iterative process, allowing engagement to benefit from diligent planning, thorough reporting and the application of learning as a result of appropriate evaluation. To ensure a meaningful stakeholder engagement process, it will be a proactive two-way process between the government and the stakeholders, in which communication, opinions and proposals flow in both directions. Emphasis will be on eliciting views that represent the diversity of the stakeholders as well as considering effective ways to engage with a cross-section of the stakeholder population, which will differ across groups. The engagement needs for the 2030 Agenda in Kenya will focus the following three key areas;

The Planning: This will entail developing social, political and scientific consensus on priorities and targets**;** understanding inter-relationships between the goals –integrated and coherent policy; Ensuring that no-one is left behind and; Resource allocation.

Delivery: This will entail activation which include; creating ownership and motivating action**;** Public outreach and awareness developing a shared vision at the relevant level (national/local) and; aligning interests of different stakeholders to promote partnerships.

Follow up and review: This will involve social and scientific consensus on progress, priorities and gaps**;** Partnerships to close data gaps and Effective Voluntary National Report (VNR) processes.

3.1 **Objectives of the Multi-stakeholders Framework**

The inherent linkages between the 17 goals provide a powerful incentive for the use of multi-stakeholder and multi-sectoral planning at both the national and local levels. The aim of a multi-stakeholder framework is to promote better decision making by ensuring that the views of all stakeholders are heard and integrated at all stages through dialogue and consensus building. The objectives of this multi-stakeholder engagement framework include to;

- Facilitate the achievement sustainable development as spelt out in the Agenda 2030 through working across the internal and external boundaries of public organizations.
- Bring together stakeholders to mobilize and share knowledge, expertise, technology and financial resources including blended financing for the achievement of the SDGs.

- Achieve a shared understanding of complex challenges and devise integrated solutions to socially, economically and environmentally complex sustainable development problems which is crucial for ensuring ownership and commitment to advancing the SDGs.

- Improve the implementation of the SDGs by helping in guiding decision making and support in achieving strategic development objectives.

- Help government better understand people's needs and demands and correct inequalities in terms of access to policy processes and public services.

- Improve in understanding the complexities involved in how the SDGs are delivered and provide opportunities and shared platforms to help inform and shape decisions that affect people's lives.

- Create synergy in the implementation and acceleration of the 17 goals.

- Intensify efforts to raise awareness of the importance of the SDGs, objectives and ensure participation of everyone to achieve a national coverage and maintain sustainability.

- Ensure involvement of stakeholders in all stages from SDGs localization, integration into national strategies, to implementation and national monitoring and review.

- Providing technical and financial support to the Kenya National Bureau of Statistics to provide statistical data for sustainable development of high quality and in timely manner.

- Building national capacity for the acceleration of the SDGs implementation, and

- Support development of agreed work plans which are jointly owned and assign roles and responsibilities.

3.2 Principles of engagement on SDGs implementation

During SDGs implementation, monitoring, reporting and engagement, SDGs stakeholders are guided by the principles of *leave no one behind* and reaching those furthest behind, as pledged in the Agenda 2030. SDGs' stakeholders should also adopt a human right based approach where development processes are anchored normatively on principles of protecting and promoting human rights. Implementers also have a common objective with differentiated responsibilities to contribute towards respective goals and monitoring progress. For ownership and sustainability purposes, utmost effort will be made towards domestic resource mobilisation and rely on internal sources. De-politicisation of the development agenda must be a core guiding principle during SDGs implementation, monitoring, reporting and engagement.

Partnerships are collaborative relationships with a clear and shared sense of purpose involving key stakeholders who are focused on agreed outcome(s). Effective partnerships are based on mutual trust and respect, and these mutually beneficial relationships achieve outcomes that

extend beyond what organizations can achieve in isolation. In the context of Sustainable Development Goals, effective partnerships provide opportunities to maximize contributions by all development practitioners as well provide viable benchmarks to hold to account both the Government and the Private Sector in their development and business processes.

The maxims of a good engagement strategy on SDGs implementation progress should lie on the general principles of consistency, agility, being systematic and follows a participatory approach (Table 1). These principles address the challenges presented in the section above. We need to provide all actors with reliable and credible information so that all stakeholders can participate in a meaningful way and will foster a culture of shared values and sharing ideas. To this effect, there is need to identify and explain clearly the engagement process, the role of all stakeholders, and communicate how each one's input would inform the engagement process. There is need to understand that engagement is a two-way process and all times to take care to be open to alternative views/insights and to listen as well as speak. Stakeholders must respect each other's expertise and appreciate the benefits of mutual learning. There is also need to recognize the different communication needs and preferences of the different types of SDGs stakeholders and endeavour to meet their expectations and needs whenever possible.

Table 1Guiding and general principles ofKenya's SDGs multi-stakeholder engagement strategy

| Leave no one behind | Human rights based approach | common objective, differentiated responsiblities | Own resource mobilisation | De-politicising development |
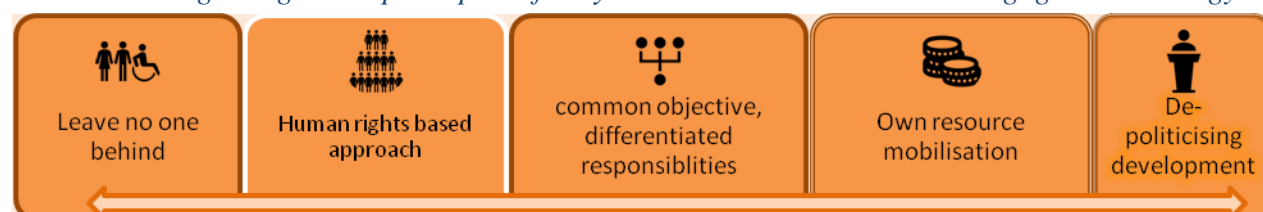
Consistent	*Systematic*	*Agile*	*Participatory*
Provide routine information on the SDGs implementation progress	Map stakeholders and get the right stakeholders to the table	Learn from others	Everyone should own the process
Convene regular meetings with various stakeholders to share lessons learnt and challenges in SDGs implementation	Plan the engagement and manage expectations	Use and provide routine information on new emerging areas in SDGs implementation	Maintain the right to disagree
Commitment to action	Use a mixed or fit-for-purpose approach	Adapt to emerging areas issues in SDGs implementation	Listen and be respectful
Management of time and resources	Disseminate best practice on SDGs implementation		

	regularly
Agree on and abide by rules of engagement	Deal with information requests promptly
Ensure a coherent approach across the committee	
Use consistent and appropriate messages	
Be transparency and accountable	

3.2 Perceived benefits of Stakeholders Engagement

Effective stakeholder engagement enables better planned and more informed policies, projects, programs and services. Stakeholder engagement can be mutually beneficial for the stakeholders. The benefits of engagement include the opportunity to contribute as experts in relevant fields to policy and programme(s) development, have stakeholders'issues heard and participate in the decision-making process. The department will benefit from the established framework through improved information flows by tapping into available knowledge and having the opportunity to 'road-test' policy initiatives or proposals with the stakeholders. The earlier the stakeholders are engaged in a structured manner, the more likely thebenefits are to be realized. Some benefits of stakeholder engagement for both stakeholders and the government are summarized below (Table 2).

Table 2 Benefits of multi-stakeholder engagement

Benefits for the Department	Benefits for the Stakeholders
1. **Higher quality decision-making**	1. Greater opportunities to contribute directly to policy and program development
2. **Increased efficiency in and effectiveness of service delivery**	
3. **Streamlined policy and program development processes**	2. More open and transparent lines of communication
	3. Increasing the accountability of Government and driving innovation
4. **Greater engagement with stakeholder interests – ensuring services are delivered in collaboration with stakeholders and provide outcomes which meet community needs**	4. Improved access to decision-making processes, resulting in the delivery of more efficient and responsive services

5. Enhanced community confidence in projects undertaken	5. Early identification of synergies between stakeholder and Government work, encouraging integrated and comprehensive solutions to complex policy issues
6. **Enhanced capacity to innovate**	

3.3 Stakeholder engagement spectrum

The broad areas of collaboration include the thematic areas of the SDGs implementation strategy in Kenya. These include advocacy and sensitisation on SDGs; domestication/localization of SDGs; resource mobilization for the Post 2015 Agenda; SDGs tracking, reporting and learning; and capacity Building and implementation.

The scope of engagement will cover from the community and grassroots level, county government, national, regional and International levels. However, most activities will cover mainly the national level while the regional and international level activities and events will involve monitoring and evaluation and reporting.

The spectrum presented below describes five levels of engagement that can be used with stakeholders determined by the objective, outcomes, timeframes, resources interest in the project and level of influence.

Table 3 Levels of participation in stakeholder engagement

	Inform	Consult	Involve	Collaborate	Empower
Characteristics	One - way engagement.	Limited two-way engagement, we ask questions, stakeholders respond.	Two-way or multi-way engagement; learning on all sides, stakeholders act independently	Two – way or multi – way engagement, joint decision making and actions.	Decisions delegated to stakeholders; stakeholders play a role in governance.
Stakeholder participation goals	To provide stakeholders with balanced and objective information to help them understand the process, problems, proposed solutions and outcomes.	To obtain stakeholder input on analysis, proposed solutions and outcomes.	To work with stakeholders throughout the process to ensure the public issues and concerns are consistently understood and considered.	To partner with stakeholders in the process, including the development of positions and the identification.	To place final decision making in the hands of the public.
Commitment to all stakeholders	Will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how stakeholder input influenced decision.	We will work with you so that your concerns and issues can be directly reflected in the positions developed and provide feedback on how stakeholders input influenced the decision.	We will look for you for direct advice and innovations in formulating solutions and incorporate your advice and recommendations into decisions to the maximum extent possible.	We will implement what you decide.
Examples of engagement tools	Factsheets Email bulletins Media releases; dedicated web	Policy analysis and advise Focus groups	Workshops Consultative Sector CEC, CO's and Directors Committee Caucus',	Consensus building Participatory decision making Partnerships	Delegated decisions

| pages; written reports; institutional reports (Annual statutory reports, State ofDevolution Address, annual progress reports, Voluntary National Reviewetc.) | Meeting with sectoral stakeholders

Online forums such as webinars | Sector CSOs, private sector groups

Sector working groups | | |

3.4 Challenges of effective engagement

The following barriers could hamper effective engagement of stakeholders

Unclear purpose

If the purpose of the engagement is poorly defined, all the activities that follow are affected, including identification of stakeholders, model of engagement, and managing stakeholders' expectations. Hence, there is need to involve stakeholders in defining the purpose of the engagement.

Differing capacity of stakeholders

Stakeholders have often different levels of skills and experience in engaging with government. This can affect their ability to fully participate in an initiative, as well as the quality of the information they provide. One may need to build the capacity of some stakeholders to allow them participate effectively; or even adopt different models of engagement.

Insufficient skills in the team

Effective stakeholder engagement requires a specific skill set. The absence of the right skills can hinder collaboration across organizational boundaries and make it hard to identify issues and opportunities. This can result in damaged relationships between government and stakeholders, and poor quality advice and information. During the planning stages, identify skills available and skills required at subsequent stages. Explore options to develop skills and/or engage external expertise.

Unfocused dialogue

Stakeholder engagement can cover a range of issues that are important to stakeholders but may be less relevant to the initiative. The engagement plan should be clear on what issues are relevant and how to manage and respond to any ad hoc issues that may arise.

Failure to review and evaluate

To track progress and address challenges along the way, the strategic engagement should include a monitoring, evaluation and learning mechanism. The engagement plan should include review points throughout the policy design and implementation, with flexibility to adjust the approach if needed.

3.5 Key partnerships

In order to have an effective stakeholder engagement, effort will be made to identify the key stakeholders including their interest across the entire SDGs spectrum. It will also entail an understanding of the stakeholder's wants and needs and how this correlates with the ministry's wants and needs from them. The stakeholder engagement techniques will be based on an initial categorization or segmentation of stakeholders

The State Department for Planning has traditionally worked in partnership with the various ministries, department and agencies of the Government of Kenya, the Private Sector through the Kenya Private Sector Alliance (KEPSA), United Nations (UN)agencies and key developmental partners. More recently there have been increased partnerships with philanthropies and foundations and the county governments. The department seeks, under the SDGs stakeholders' engagement framework, to forge more formal partnership agreements with a wide range of key networks and community organizations.

There are several institutions that are involved in the SDGs process but the specific mandates, resources and accountability relationships that translate this network of institutions into action on the ground is what will be important. Of particular importance is the complexity of county relationships with national policy leadership on the SDGs while the responsibility for implementing key actions is mainly at the local level.

The SDGs Secretariat continues to be the focal point for coordination of SDGs in the country. The Inter-Agency Technical Working Group consisting of officers from the key SDGs is expected to provide strategic oversight on SDGs programme design and implementation as well as making decisions on strategic programme choices at the national level. It is also responsible for delivering specific goals and targets while ensuring effective implementation and reporting. The Inter Agency Technical working group is also responsible for ensuring that various MDAs implement the SDGs and report on the implementation progress in a timely manner.

The Summit and the intergovernmental sector working groups will provide critical linkage with the county governments. Furthermore, the SDGs liaison office at the Council of Governors Secretariat will support proper coordination and implementation of the SDGs at the national and county levels and between the two levels of Governments.

The private sector coordination is crucial for SDGs' implementation. The engagement with private sector should be deepened and measures put in place to ensure improved coordination mechanisms to overcome the silo approach. Engagement with the private sector umbrella, Kenya Private Sector Alliance (KEPSA) as well as the Kenya Association of Manufactures (KAM) and the Kenya Chamber of Commerce and Industry (KNCCI) should therefore be strengthened.

Civil society, faith-based and community-based organizations are also critical stakeholders in the SDGs and their linkage will be through their umbrella organization Kenya SDGs Forum. Associations of vulnerable groups such as children, persons living with disabilities (PLWD) and the elderly also fall under this cluster.The organizations facilitate engagement of grass root communities in the SDGs implementation processes.

The Kenya National Bureau of Statistics is leading the process of alignment of global indicators and/or development of the SDGs indicators to fit the country context to support local tracking and reporting. Table 4 summarises the specific roles of identified stakeholders in the implementation of SDGs implementation and/or tracking.

Table 4 Roles of identified stakeholders in SDGs implementation and tracking

Organization	Responsibility
Government ministries, departments and Agencies	Coordinate the implementation and tracking of SDGs related to their respective mandates
Academia (Inter University Council)	Facilitate research and innovations on accelerating SDGs implementation
Council of Governors	Coordinate implementation and tracking of SDGs implementation in the County Governments in Kenya, and facilitate best practice sharing and learning between counties.
Kenya SDGs Forum	Coordinate engagement with civil society organization and involvement of communities in SDGs implementation, tracking and reporting, and social audits
Private Sector (Kenya Private Sector Alliance, Kenya Association of Manufacturers, Kenya National Chamber of Commerce)	Coordinate engagements with private sector in SDGs implementation, tracking and reporting
UN Agencies	Support resource mobilization, reporting and sharing of global best practice on SDGs implementation
Development Partners Forum	Support SDGs implementation and best practice sharing on SDGs implementation
Trade Unions including Central Organization of Trade Unions (COTU), Institute of Certified Medical Practitioners (ICPAK), Kenya Medical Practitioners, Pharmacists and Dentists Union (KMPDU)	Facilitate involvement of professional organization in SDGs implementation
National Assembly (Parliamentary Caucus	Development of national policy and legal

on SDGs)	frameworks to support SDGs implementation, oversight over National government
County Assemblies Forum (CAF)	Development of policy and legal frameworks to support SDGs implementation at the County level, Oversight of County governments on SDGs implementations
Interreligious Council for Kenya	Information sharing and sensitization on SDGs
Media Council of Kenya	Sensitization and dissemination of Information on SDGs
Media Owners Association	Sensitization and dissemination of Information on SDGs
The Senate	Development of National policy and legal frameworks to support SDGs implementation, oversight of County governments on SDGs implementation
Judiciary	Arbitration over conflicts resource utilization
The Attorney General's chambers	Policy and legal instruments development and advisories

3.6 Power-interest matrix and actions required

In terms of power-interest matrix, the levels of influence and interest differ across stakeholders. As presented on Figure 1 below, some, such as government at both national and county levels, are identified to have high levels of power and interest over the implementation of SDGs, others may have high interest but low level of power like local non-state actors.

Based on identified interest-power dynamics, the perceived action in terms of managing stakeholders varies. Those that have high interest and influence are expected to be managed closely while those stakeholders that have high interest but with low influential power must be kept informed completely. On the lower axis of matrix, for stakeholders that have low interest but high influence , we must anticipate and meet their needs. However, for those identified stakeholders with low interest and low power, monitoring with minimum effort should be considered

Figure 1 Interest – influence – action map

Government

Government ministries departments and agencies

Council of Governors

Regional authorities

Constituencies

CAF

The 4th Estate

Media Council of Kenya

Academia

Inter-university Council

Faith/community - based organisations

Interreligious Council for Kenya

Vulnerable groups' reps

Children, PLWD, the elderly

Legislature

National Assembly (Parliamentary Caucus on SDGs)

The Senate

County Assemblies Forum

Local non-state actors

Kenya SDG Forum

KEPSA

KAM

KNCCI

Mobile network companies

External actors

UNDP & other UN agencies

Development Partners Forum

Regional blocks (AU, EAC, COMESA)

SDG implementation progress monitoring

Media Owners Association

Judiciary

Trade unions

COTU

ICPAK

KMPDU

Tech companies

Technology service providers of Kenya

Attorney Generals Chambers

Legend	
Interestand influence	
⬭	High interest, high influence
⬭	High interest, low influence
⬭	Low interest, high influence
⬭	Low interest, low influence
Who needs what	
—	Manage closely
—	Keep informed
—	Keep satisfied
—	Monitor

3.7 Kenya SDGs multi-stakeholder engagement structure

Kenya's SDGs multi-stakeholder engagement structure follows a bottom-up approach. Stakeholders working around the 17 SDGs, both government and non-state actors, report to respective thematic working groups (Figure 2). The thematic working groups can be organised around pillars of the SDGs (social, economic and environmental); or around the 5Ps (people, planet, prosperity, peace and partnerships).

The sectors then are convened under respective sectoral conveners responsible for legislature, executive CSOs, private sector, media, academic institutions and development partners. The sectoral convenors should also be able to convene community meetings during public participation windows. There is also need for the media and academic and research institutions to have more focus on the SDGs' 2030 Agenda.
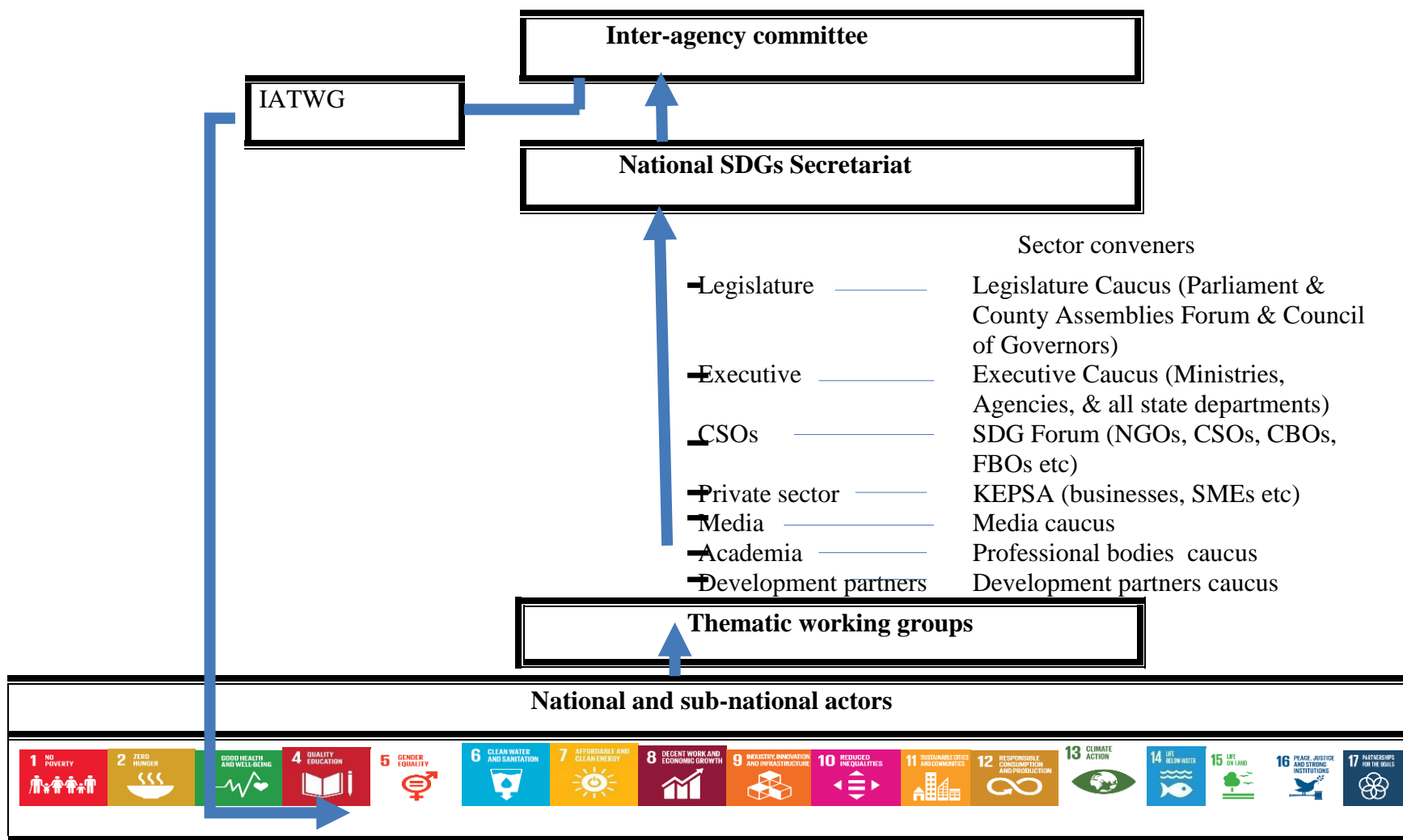
The respective thematic caucuses are coordinated by the National Multi-stakeholder Secretariat. This should be led ideally by the SDGs Secretariat under the National Treasury and Planning. The Secretariat meets quarterly for updates and produces annual and biannual reports, in line with the government's structure. The Secretariat has the responsibility to:

1. Produce national biannual and annual SDG reports;
2. Prepare information sharing strategy;
3. Recommend strategies of SDG indicator monitoring including the remaining 102 indicators. Currently, the country has national SDG indicator monitoring, tiers I-III for 128 indicators.
4. Design policy, programme and implementation strategy;
5. Propose a joint capacity building strategy for all levels of the framework;
6. Carry out research and avail timely data.

At the helm of SDGs multi-stakeholder engagement coordination is the government led Inter-agency Committee, serving as multi-stakeholder secretariat. The Committee is chaired by the Principal Secretary and co-chaired by the civil society, private sector and other non-state actors. The main role of the Inter-agency Committee is advisory. The Inter Agency Technical Working Group was established in early 2016 comprising key ministries in the implementation of the SDGs, the Kenya National Bureau of Statistics (KENBS) and National Youth Council, the civil society and the private sector. The main mandates of the Working Group are to spearhead the implementation of the SDGs processes in Kenya and in the respective sectors; ensure that SDGs are mainstreamed in the development planning documents and; track and report on the progress of implementation of the SDGs in Kenya. There is a call for the IATWG to play its role and re-

invigorate its efforts towards fast racking the achievement of the SDGs in Kenya. There is need to re-engineer the Inter Agency Technical Working Group to ensure that it is effective in delivering its mandate.

Figure 2Kenya's SDGs multi-stakeholder engagement structure

Inter-agency committee	

IATWG

National SDGs Secretariat

Sector conveners

Legislature —————— Legislature Caucus (Parliament & County Assemblies Forum & Council of Governors)

Executive —————— Executive Caucus (Ministries, Agencies, & all state departments)

CSOs —————— SDG Forum (NGOs, CSOs, CBOs, FBOs etc)

Private sector —————— KEPSA (businesses, SMEs etc)

Media —————— Media caucus

Academia —————— Professional bodies caucus

Development partners Development partners caucus

Thematic working groups

National and sub-national actors

There are existing structures and/or processes already in place at county, national, regional and international levels to which the engagement structure can be aligned (Figure 3). Certain structures and processes, such as public participation and budget forums at the national and county levels; and the process of developing voluntary national reviews (VNRs), can be used for citizen accountability as well as for building consensus and identifying public needs.

Figure 3 Existing structures and process at all levels
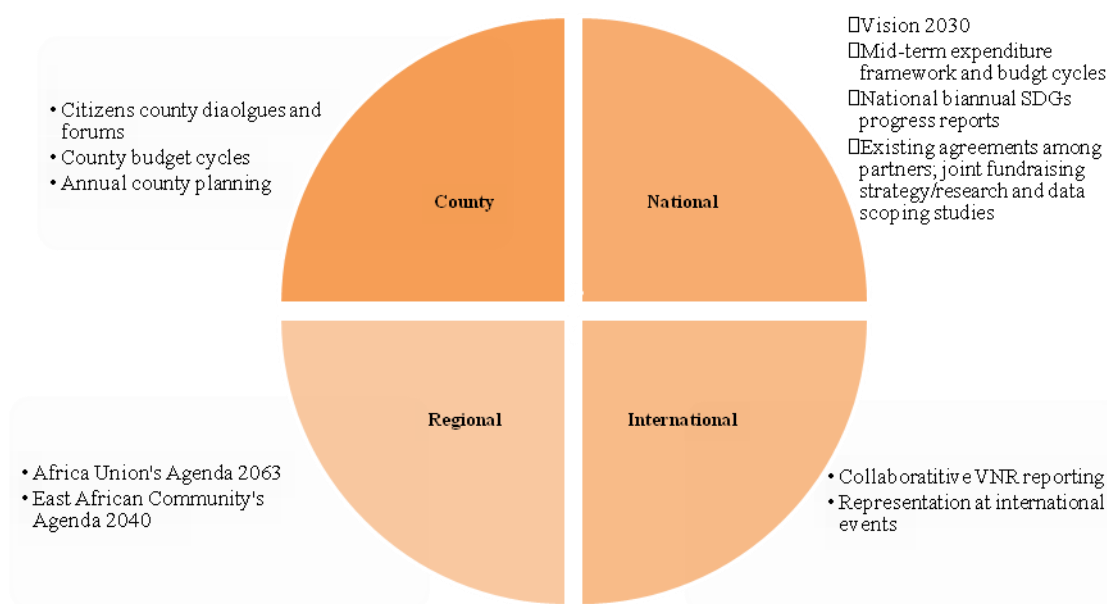
3.8 Tracking, monitoring, evaluation, accountability and learning

The Kenya Bureau of Statistics (KENBS), which is a member of the IATWG, plays vital role in monitoring and reviewing SDG implementation by providing harmonised, ready-to-use, timely and reliable data. The Bureau should continue to avail data to measures additional indicators.

Ministries, departments and agencies report implementation progress to the National Treasury and Planning. At the national level, the National Integrated Monitoring and Evaluation System with the primary task of monitoring Mid-term Plan policies and programmes should be aligned to monitor progress on SDGs as well. At the county level, the County Integrated Monitoring and Evaluation System is used to report progress on SDGs implementation.
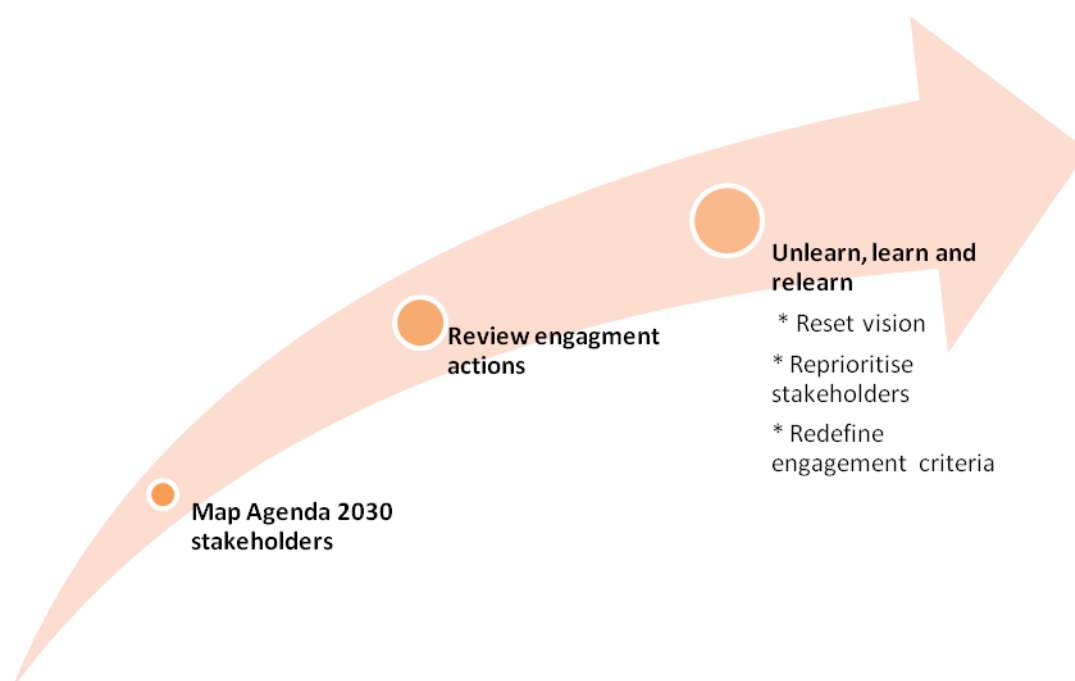
The continuous monitoring, evaluation and learning helps to identify areas of SDGs work with the greatest distributive impact as a result of a structured multi-stakeholder engagement and collective action. Such a process is necessary for cost effective engagement activities as well as proper knowledge management.The monitoring, evaluation and learning component of the

framework includes a feedback loop to embrace stakeholders' perspectives, concerns and insights to unlearn, learn and relearn based on past engagement (Figure 4).

Engagement starts with mapping of different stakeholders to engage with the SDGs 2030 Agenda. The broad based SDGs stakeholders can be identified from the government, academia, research institutions, civil society, faith based organisations, community based organisations, the private sector(including retailers, small and medium enterprises, mobile network companies), the media, representatives of vulnerable groups (children, people living with disabilities, the elderly, indigenous communities), farmers, women, youth, regional blocks (AU, COMESA, EAC) and development partners.

By reviewing past engagement actions and lessons, the level of engagement ambition is revised including redefining the bases for engagement, reprioritisation of the various types of stakeholders and redefining engagement mechanism.

Figure 4Multi-stakeholder engagement process monitoring, evaluation and learning

Continuous monitoring, evaluation and learning allows to address complex management issues including joint planning activities, implementation of priority development activities, solid partnership and trust building among key actors. It also allows to determine the sustainability of the SDGs multi-stakeholder engagement process itself.

Reprioritisation of stakeholders allows to identify not only requisite internal capacities for stakeholders' management; but also critical internal champions for SDGs engagement framework.

There is further need to put in place mechanisms for accountability, including using existing mechanisms (Figure 3). There is also need to establish County Inter Agency Committees, Sub-county or Ward Interagency Steering Committees; and ensure counties' membership in sector specific working groups.

In terms of effective communication, the Secretariat's monthly meetings can be used as learning forums. There isneed to track and report on the SDGs progress in Kenya and sensitize the public on the overall SDGs agenda, enhance the provision of information, education and communication materials to all communities. Other platforms such as websites, regular newsletter and evidence based report dissemination are crucial.

There is need to undertake capacity building, resource mobilization, and innovative financing for SDGs implementation.