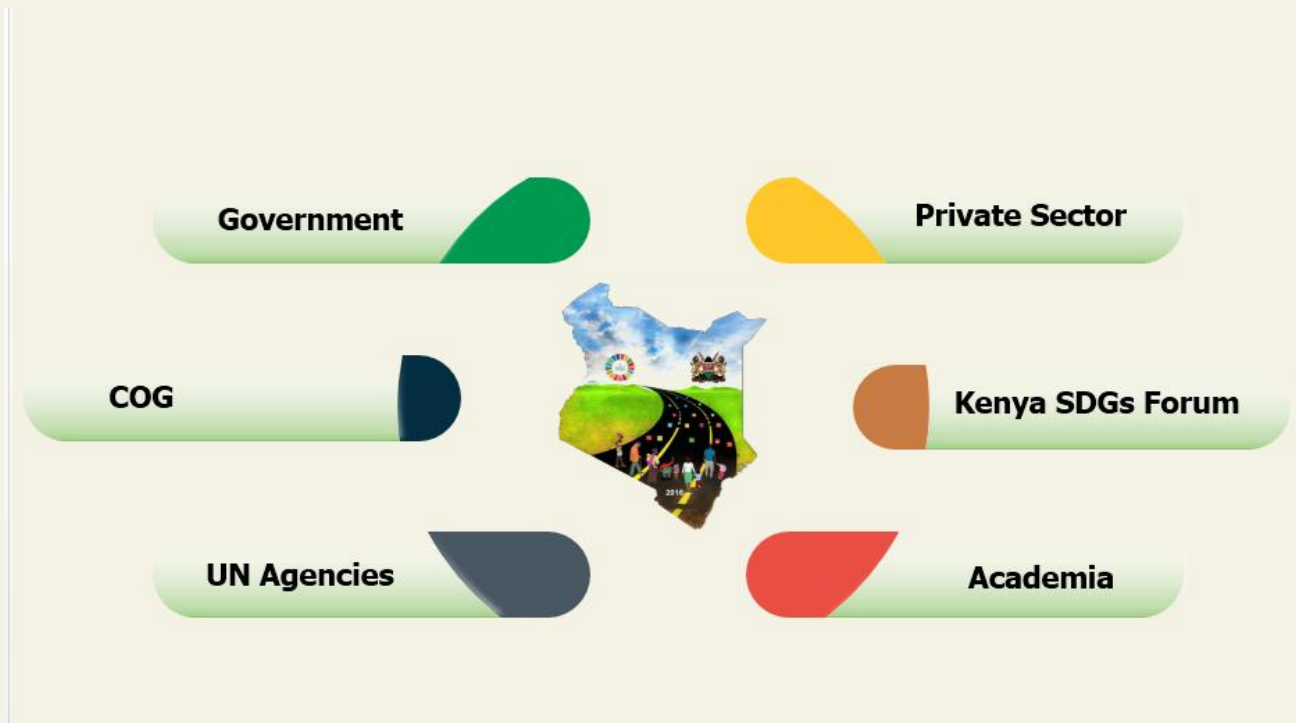




**NATIONAL TREASURY AND PLANNING
STATE DEPARTMENT FOR PLANNING**

STAKEHOLDER ENGAGEMENT FRAMEWORK



THE NATIONAL TREASURY AND PLANNING
STATE DEPARTMENT FOR PLANNING

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2020

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
KNBS	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
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 and monitoring of the Sustainable Development Goals in Kenya. Indeed, the Government believes that stakeholders' participation is important in guiding decision-making and supporting it in achieving its strategic development objectives.

After adoption of the 2030 Agenda for Sustainable Development, 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 and addressing environmental sustainability. The implementation of the SDGs at all levels must therefore acknowledge the role of the diverse private sector, ranging from micro-enterprises to corporates to multinationals, and that of civil society organizations and philanthropic organizations and foundations in the implementation of the 2030 Agenda for Sustainable Development.

There is, however, a 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 on the SDGs. However, in order to deepen the engagement, make it systematic and structure it well there is greater need to actualize SDGs multi-stakeholder engagement going forward. This is premised on the need to foster effective and efficient relationships across sectors that are essential in SDGs implementation and monitoring.



Hon (Amb) UKUR YATANI, EGH
CABINET SECRETARY
THE NATIONAL TREASURY AND PLANNING

ACKNOWLEDGEMENT


Invaluable effort and commitment has gone into the development of this framework. I therefore wish to take this early opportunity to express my personal and institutional gratitude to all key State Department of Planning stakeholders for their effective participation and commitment.

Special thanks go to the Cabinet Secretary for National Treasury and Planning, Hon (Amb) Ukur Yatani, EGH, for his leadership and support in the development of the framework.

I acknowledge the contribution of other State Department staff as well as those of our Semi-Autonomous Government Agencies (SAGAs) for their dedication and contribution towards the development of this plan.

I would like to further extend my appreciation to all our partners for their invaluable support. For all those individuals and organizations, that in very diverse ways, made contribution in this process but I could not mention them by name, I say thank you and look forward to continued collaboration.

It is my conviction that on the basis of this framework, the State Department is on a firm footing to play its coordinating role in the implementation, monitoring and reporting on the SDGs in Kenya.


Saitoti Torome, CBS
PRINCIPAL SECRETARY
STATE DEPARTMENT FOR PLANNING

1.0 INTRODUCTION

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 blueprint that is implemented through five-year successive Medium-Term Development Plans (MTPs). The Kenya Vision 2030 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 Coverage, 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 the development 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 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, partners 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. This arises from the fact that 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;
5. Support improved planning and informed policies, programmes and services;
6. Elaborate the stakeholder coordination structures and their functioning;
7. Strengthen stakeholder engagement and coordination experience;
8. Expand the reach of stakeholder engagement;
9. Improve stakeholder engagement responsiveness; and,
10. 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.

1.3 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 stakeholder framework be expanded to cover the other stakeholders in the SDGs processes. In addition, it was 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.

2.0 Previous Stakeholder Engagement Strategies

2.1 Experience from MDGs era

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 strengthened as the forums played an important role in bringing all stakeholders together to discuss the MDGs from different angles. Such 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.

2.1.1 Civil Society Organizations and other stakeholders' engagement

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.

2.1.2 Research Institutions Involvement

Research conducted by think-tank or universities during the MDGs era. The Millennium Villages model developed by the Earth Institute of Columbia University is one such example. Bar Sauri, in Siaya, was the first of these villages. Through experimentation and fusion of capital and expertise, the Millennium village produced tangible results on how to tackle poverty.

2.1.3 Media Involvement

The media were particularly involved in the MDGs Gala and awards nights. These Awards, which were introduced in 2010, had winners being drawn from actors from all sectors. The media also highlighted progress made in the implementation of MDGs as reported regularly by the Ministry of planning. Special features also appeared in the mainstream media during the implementation period of the MDGs.

2.1.4 Parliamentary Engagement

Specific forums/caucuses were also held to brief the MPs on developments made annually during the MDGs era. These briefings complemented the annual reporting of the MDGs progress at both the national and international level.

2.2 From MDGs to SDGs engagement

2.2.1 Rationale for a Multi-stakeholder Engagement

The SDGs multi-stakeholder engagement framework is developed as part of the wider ongoing efforts by different stakeholders in Kenya, in particular the civil society, private sector 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 to clearly spell-out their role and contribution in the SDGs implementation and monitoring processes.

The SDGs multi-stakeholder engagement framework is a first step in the process of creating an enabling environment to facilitate the involvement, participation, harmony and synergy among all the stakeholders in the process of SDGs implementation. It is therefore designed to ensure that 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 to share knowledge and information on SDGs, their targets and indicators.

The engagement framework outlines the country's model for engagement after a review of global practices from a few selected countries. It sets out a strategic approach to stakeholder engagement that includes principles of engagement and benefits of stakeholder engagements, as of a review of the differentiated levels of engagement.

From the onset, it can be stated that 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. These negative impacts should not be taken as a reason to avoid stakeholder engagement; rather they highlight the need for

carefully planned, unbiased and balanced engagement.¹The 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.

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. The development of this engagement framework is crucial in the process of engaging stakeholders with diverse knowledge and opinions which can result into meaningful exchanges.

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.

2.2.2 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

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

that the views of all stakeholders are heard and integrated at all stages through dialogue and consensus building.

In summary the objectives of this multi-stakeholder engagement framework include to:

- i. Facilitate the achievement of sustainable development as spelt out in the Agenda 2030 through working across the internal and external boundaries of public organizations;
- ii. Bring together stakeholders to mobilize and share knowledge, expertise, technology and financial resources including blended financing for the achievement of the SDGs;
- iii. 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;
- iv. Improve the implementation of the SDGs by helping in guiding decision making and support in achieving strategic development objectives;
- v. Help government better understand people's needs and demands and correct inequalities in terms of access to policy processes and public services;
- vi. 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;
- vii. Create synergy in the implementation and acceleration of the 17 goals;
- viii. 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;
- ix. Ensure involvement of stakeholders in all stages from SDGs localization, integration into national strategies, to implementation and national monitoring and review;

- x. Providing technical and financial support to the National Statistical system to provide statistical data for sustainable development of high quality and in timely manner;
- xi. Building national capacity for the acceleration of the SDGs implementation; and
- xii. Support development of agreed work plans which are jointly owned and assign roles and responsibilities.

2.3 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 the benefits are to be realized. Some benefits of stakeholder engagement for both stakeholders and the government are summarized below (Table 1-1).

Table 1-1: 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	2. More open and transparent lines of communication
3. Streamlined policy and program development processes	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
5. Enhanced community confidence in	

Benefits for the Department	Benefits for the Stakeholders
<p>projects undertaken</p> <p>6. Enhanced capacity to innovate</p>	<p>responsive services</p> <p>5. Early identification of synergies between stakeholder and Government work, encouraging integrated and comprehensive solutions to complex policy issues</p>

2.4 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 Department takes cognisance of the fact that 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.

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 policies or departmental issues takes into consideration the stakeholders' interests that must be considered.

3.0 Lessons on SDGs multi- stakeholder engagement processes from Selected Countries

3.1 Selected Multi-Stakeholder Engagement Processes

3.1.1 Finland

In Finland the inter-ministerial secretariat of the Finnish National Commission for Sustainable Development acts the inter-agency coordinating body that facilitates horizontal policy coherence, integration and partnerships in the implementation of SDGs. It is steered by the Ministry of the Environment and has a secretariat comprising of about 20 members from different ministries. The horizontal coordination process includes incorporation of inputs of a subcommittee for integrating multiple strategies from across government and other stakeholder groups. A network of experts from statistics, research, evaluation, policy and other stakeholder groups monitor and evaluate the implementation of the 2030 Agenda and the mapping of associated indicators.

3.1.2 Germany

The SDGs engagement process in Germany has been steered by the German Council for Sustainable Development that has been in place since 2001 and institutionalized since 2002. The 15 member Council represents all parts of the society and member's appointments are renewed by the German Chancellor every three years. In 2015, at the request of the Government, the Council engaged experts from within and outside Government to produce "Germany's Sustainability Architecture and SDGs" statement, which forms the basis of stakeholder engagement processes. The architecture took cognisance of the need to have the SDGs implementation to be fully embraced horizontally within the 16 Federal states and Ministries, and vertically at state and local government levels, with the requisite linkages at the international level. Monitoring of the selected SDGs indicators is conducted by Federal Statistical Office.

3.1.3 Switzerland

In Switzerland the Federal Office for Spatial Development co-ordinates the implementation of SDGs plans under the direction of Federal Council. The Interdepartmental Sustainable Development Committee, within the Federal Office, and

the Sustainable Development Forum provide the mechanisms for creating vertical and horizontal coherence, integration and partnerships. The Forum provides the avenue for local governments and local level participation. Switzerland's private sector, NGOs and scientific community through their advisory group, composed of interested non-state actors, provides a platform for further dialogue with the federal government and for partnerships for implementing the 2030 Agenda.

3.1.4 Colombia

In Colombia the mainstreaming and implementing the 2030 Agenda is spearheaded by the High-level Inter-Institutional Commission for the SDGs comprising of Seven (7) members of the Cabinet. It has a technical secretariat, technical committee, as well as traversal and inter-sectoral working groups. The Technical Secretary to the technical secretariat provides the link for inputs from stakeholders who include: the civil society, the private sector, academia, media and international entities. The Country has also established a national development plan that details its strategies for the achievement of sustainable development and how it will include stakeholders in the process.

3.1.5 Sri Lanka

In Sri Lanka the SDGs have been incorporated in the National Planning Framework following the passage of the Sustainable Development Act in 2017. Through a platform that brought together the private sector, public sector, and civil society, and led by the Ministry of National Policies and Economic Affairs, Sri Lanka, created the Foresight and Innovation on Sustainable Human Development forum for engaging and continuing the dialogue in Country. Indeed, Sri Lanka has developed a plan dedicated to multi-stakeholder engagement that details how, when and where stakeholders will be engaged throughout the implementation process. In collaboration with partners, Sri Lanka's SDGs implementation process emphasis innovation, data collection, open participation and multi-stakeholder engagement.

3.1.6 Ireland

Northern Ireland has incorporated the three dimensions of sustainable development; economic, social and environmental, into the Northern Ireland Civil Service (NICS) strategic plans, rather than through separate sustainability strategies. This has resulted in the principles of sustainable development being embedded in the Northern Ireland Executive's highest-level strategy. In addition, Ireland hosts an annual national forum where representatives across all sectors come together to work on policy coherence and action towards the SDGs. The National SDG Stakeholder Forum includes civil society, the private sector, trade unions, the agricultural sector, youth, academia, the education sector, government institutions and the local government sector. It allows for ongoing

engagement between non-state actors and the government on national SDG implementation.

3.1.7 Vietnam

The National Action Plan (NAP) to implement the Sustainable Development Goals (SDGs) was signed in May 2017. The Vietnamese Sustainable Development Goals (VSDGs) consist of 17 Goals and 115 specific targets, developed to reflect the country's context. The Ministry of Planning and Investment (MPI) is appointed to take lead in the implementation process and coordinate with all stakeholders to ensure the VSDGs are integrated in the country's development plans and implemented at all levels. NAP indicates that by 15 December of each year at the latest, ministries, branches, ministerial-level agencies, people's committees of provinces and centrally-managed cities should prepare their Annual Reports on the implementation of the sustainable development goals and the Action Plan and send to the Ministry of Planning and Investment for consolidation and submission to the Government and National Assembly. The National Council on Sustainable Development and Competitiveness Enhancement will be responsible for advising the Prime Minister and the Government on leading and guiding the implementation of the National Action Plan and sustainable development goals to 2030. The preparation of progress reports on the implementation of the sustainable development goals will require a broad participation of all relevant stakeholders, including socio-political organizations, socio-professional associations, and other national and international organizations. In addition, Vietnam also holds an annual conference to engage with a range of stakeholders, including those from the private sector.

3.1.8 Canada

Canada's SDG's implementation process is led by the Sustainable Development Goals Unit in the federal government. This unit has published the national implementation strategy in which it indicates that it will work collaboratively with civil society and other stakeholders. The Federal Sustainable Development Strategy is based on its legislation that sets out an obligation for the government to carry out extensive consultations according to a predetermined timetable. This approach provides a legal basis for ensuring that consultations are timely. By law, Canada is required to prepare a Federal Sustainable Development Strategy every three years for parliamentary approval. To improve the accessibility of the consultation process based on feedback from the consultations for the previous strategy, the government has prepared a portal that enables citizens to more easily search and sort information in the draft strategy for comments. Canada's implementation process is spearheaded by the Sustainable Development Advisory Council that comprises representatives from across the country, including Indigenous peoples, civil society, the private sector and trade unions, provides advice on draft strategies.

3.1.9 Brazil

Brazil has a National SDG Commission, composed of sixteen people from the federal government, sub-national governments, civil society and the private sector. It is tasked with review and follow-up national progress on the SDGs. Civil society's role is institutionalized in the CSO Working Group for the 2030 Agenda, made up of various CSOs, some on the National Commission. It monitors the SDGs in Brazil and is responsible for disseminating the SDGs among different stakeholders at both the national and sub-national levels.

3.1.10 Conclusions

Some Key elements of the emerging best practices for multi-stakeholder engagements include:

- i. Establishment of plans for multi-stakeholder engagement as part of 2030 Agenda implementation strategies. These plans are based on principles for effective engagement and partnerships across sectors and also pertain all aspects of implementation, including selection of national priorities, policy development, and monitoring and evaluation as well accountability;
- ii. Establishment of institutionalized opportunities for multi-stakeholder engagement, which include a wide range of non-state actors. The established mechanisms works directly with appropriate government bodies and reflect a range of stakeholders, including civil society, youth, the private sector, vulnerable groups and representatives key bodies such as trade unions, academia, and sub-national governments;
- iii. Establishment of provisions for periodic consultations and engagement around regular progress reporting, VNR reports and the creation of or revisions to national and/or 2030 Agenda implementation plans. This provides an opportunity for stakeholders to comment on draft documents as well as to provide formal responses from governments to inputs that have been received; and,
- iv. Ensuring that multi-stakeholder engagement, whether formal or ad hoc, adheres to the principles for effective multi-stakeholder engagement and remains timely, open, inclusive, transparent, informed and iterative.

4.0 Kenya's Multi-Stakeholder Engagement Framework

4.1 Introduction

The stakeholder engagement in Kenya can 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. From Section 3 above, we can observe that the structure and organization of Kenya's engagement Framework resembles more closely to that of Finland and that of Vietnam. All the key elements of the emerging best practices are well represented in the Kenyan Model.

The engagement needs for the 2030 Agenda in Kenya focuses 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.

The development of the multi-stakeholder engagement mechanisms will involve the following:

Consultations: sharing, discussing, understanding and advocating the SDGs 2030 Agenda especially to raise awareness. Stakeholders will contribute with their expertise and their viewpoints.

Structured Dialogue: The formalized multi-stakeholder engagement structures will be key in decision making with regard to SDGs implementation especially with respect to planning, follow-up and review of progress.

Knowledge and Capacity Development Platform: The multi-stakeholder engagement process will also evolve to create new knowledge and further to engage in research and new approaches to accelerate SDGs implementation. This will also include relevant training and capacity building for relevant stakeholders.

Technical Development Platform: The Multi-stakeholder engagement process will also engage in the development of indices and assessments especially for tracking progress and impact of SDGs implementation.

4.2 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 1-2). 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 1-2: Guiding and General Principles of Kenya’s SDGs Multi-Stakeholder Engagement Strategy

 Leave no one behind		 Human rights based approach		 common objective, differentiated responsibilities		 Own resource mobilisation		 De-politicising development	
<i>Consistent</i>		<i>Systematic</i>		<i>Agile</i>		<i>Participatory</i>			
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									

4.3 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.

SDGs liaison office at the Council of Governors Secretariat will support proper coordination and implementation of the SDGs at county levels, including linkages with the national level. It will provide critical linkages between the county governments, as well as structures operating at county government level.

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) will 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 will 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 1-3 summarises the specific roles of identified stakeholders in the implementation of SDGs implementation and/or tracking.

Table 1-3: 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	Coordinate engagements with private sector in SDGs implementation, tracking

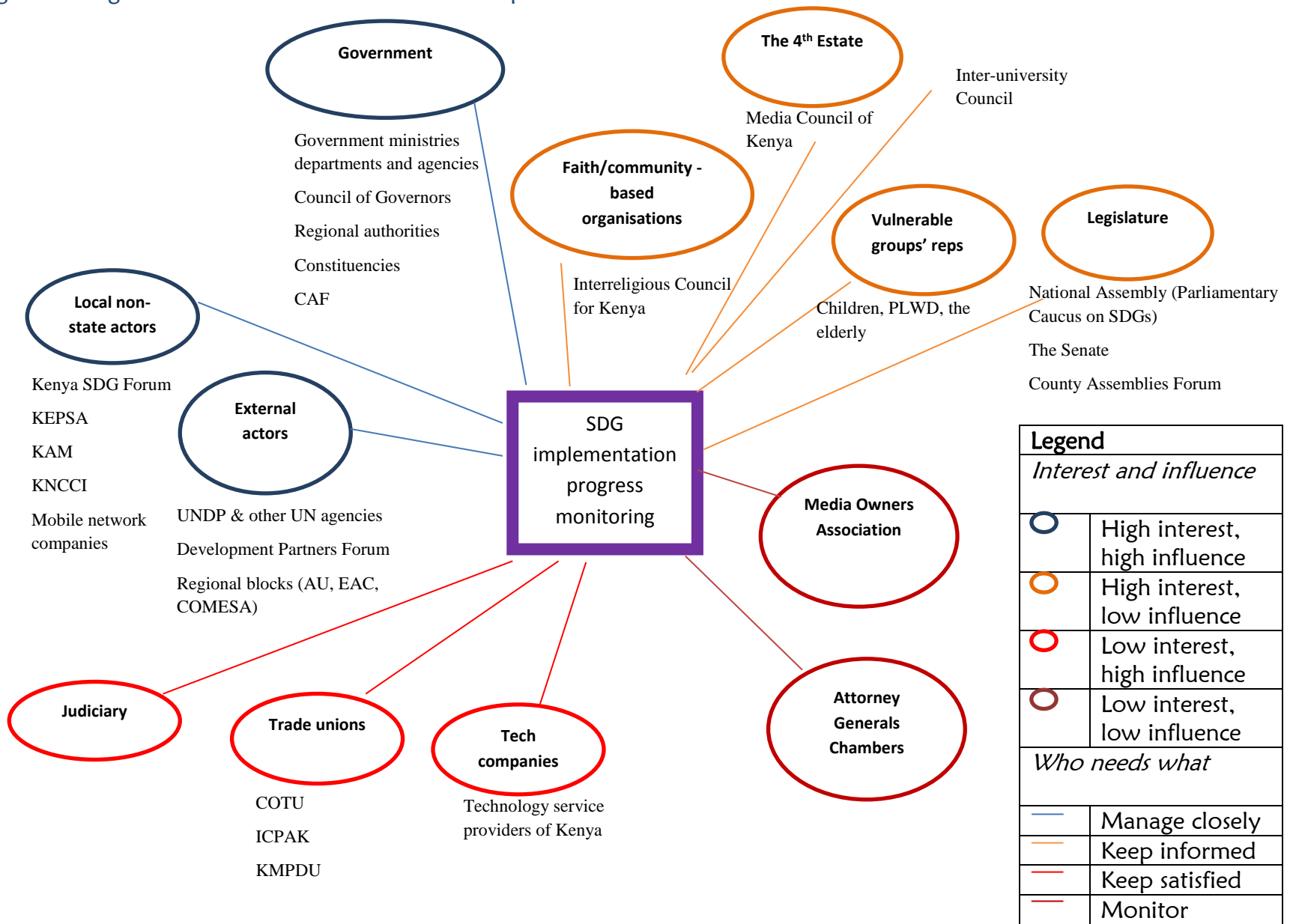
Organization	Responsibility
Manufacturers, Kenya National Chamber of Commerce)	and reporting
UN Agencies	Support resource mobilization, reporting and sharing of global best practice on SDGs implementation
Development Partners Forum	Support SDGs implementation and best practice sharing on SDGs implementation
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 on SDGs)	Development of national policy and legal 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

4.4 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 1-1, 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. The figure in the Glossary highlights power relations.

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 1-1: Figure 1 Interest – Influence – Action Map



Legend	
<i>Interest and influence</i>	
	High interest, high influence
	High interest, low influence
	Low interest, high influence
	Low interest, low influence
<i>Who needs what</i>	
	Manage closely
	Keep informed
	Keep satisfied
	Monitor

4.5 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 1-2). The thematic working groups are 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 conveners should also be able to convene community meetings during public participation windows. We expect 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 131 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 (KNBS) 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 tracking 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. It's institutional and coordination mechanisms are designed to support horizontal coordination MDAs and partner agencies, as well as vertical coordination and coherence within and among local institutions. The mechanisms also take full cognizance of the need for vertical linkages between subnational and national government levels, mainly due to institutionalization arising from devolved structures. Finally, the vertical linkages to international and regional governance mechanisms are also considered due to the need to enhance reporting and tracking of the Country's SDGs implementation.

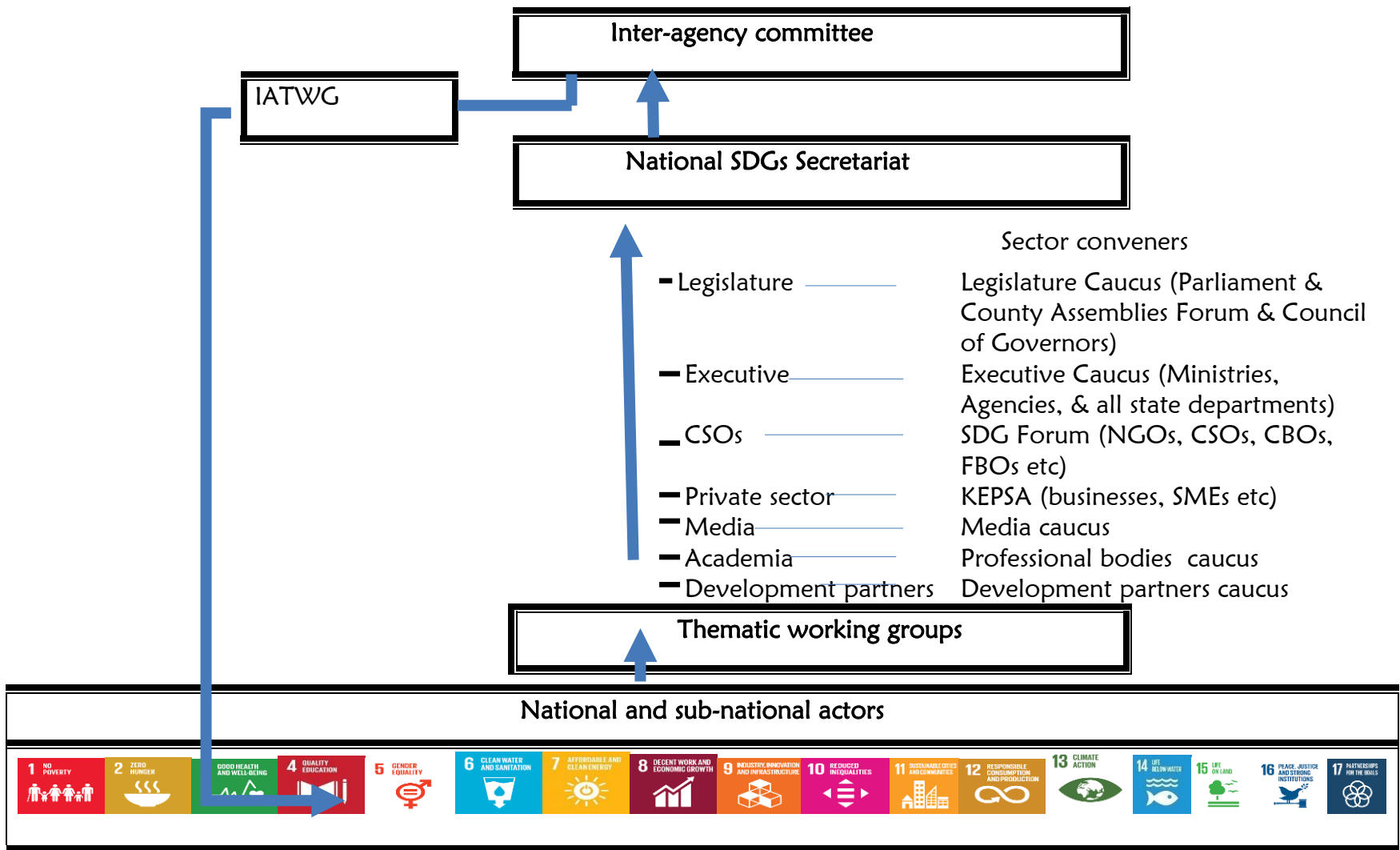


Figure 1-2: Kenya's SDGs Multi-Stakeholder Engagement Structure

Thus the existing structures and/or processes already in place at county, national, regional and international levels to which the engagement structure can be aligned take consideration of situation depicted below (Figure 1-3). 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), will be used for citizen accountability as well as for building consensus and identifying public needs.

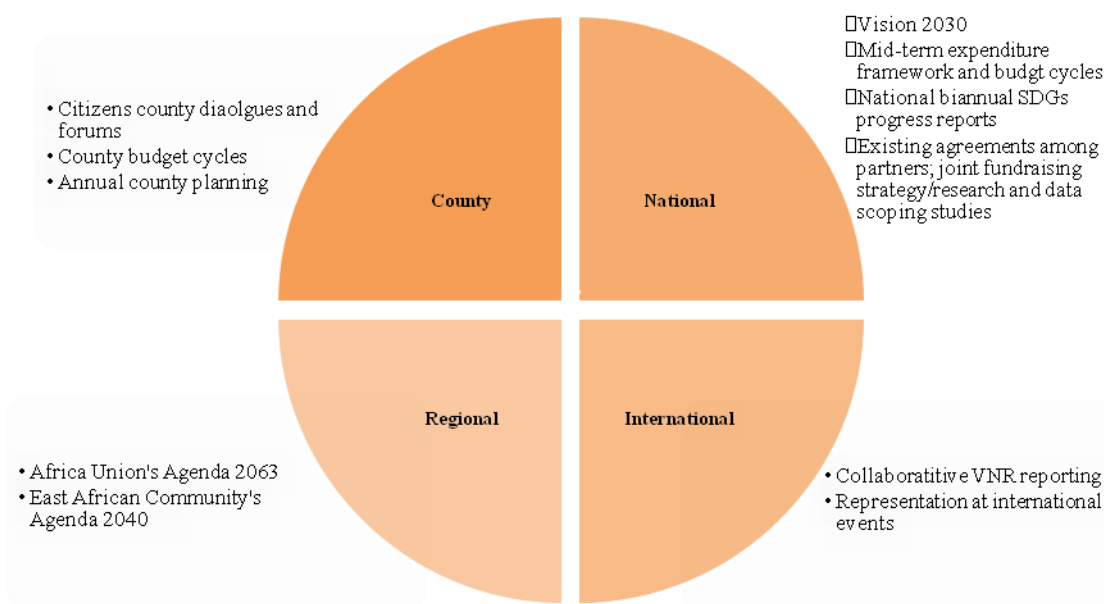


Figure 1-3: Existing structures and process at all levels

4.6 Resources

The Kenya SDGs multi-stakeholder engagement will require both financial and non-financial resources from the broad spectrum of stakeholders. The Government and key development partners will largely provide resources for multi-stakeholder co-ordination platforms and forums, including resources required by technical/thematic groups. In addition, there will be need to mobilize financial resources from partners participating in the multi-sectoral engagement processes, particularly for activities related to capacity building and training. Expertise will also be required for programmes/activities identified by the multi-stakeholders for implementation as part of SDG acceleration processes, including innovative approaches, pilot projects, tracking, monitoring and research.

At Government level, resources will be required for engagement forums at both national and county government levels. In view of the expanding resource requirements at both levels, efforts will also include raising requisite resources using domestic resource

mobilization from local participants in the Multi-Stakeholder engagement processes as well as the engagement of development partners, private sector, civil society, philanthropic organizations. Innovative approaches will also be used in raising resources required for SDG programming and implementation.

4.7 Tracking, Monitoring, Evaluation, Accountability and Learning

The Kenya National Bureau of Statistics (KNBS), 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 based on the 131 identified indicators. The Bureau should continue to avail data to measure 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. Such alignment should include clear linkages with the principles and requisite policy development as identified in the national priorities. At the county level, the County Integrated Monitoring and Evaluation System should also be 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. An inclusive and long-term multi-stakeholder engagement plan is a useful tool that can facilitate this process. 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.

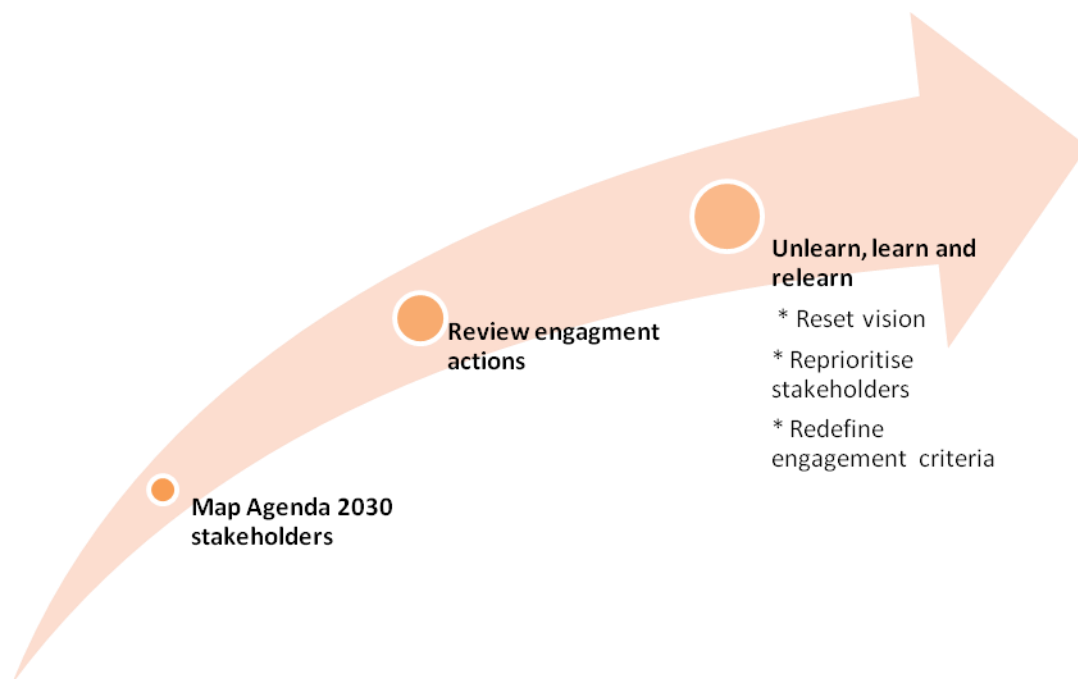


Figure 1-4: Multi-stakeholder engagement process monitoring, evaluation and learning

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 for determination of the sustainability of the SDGs multi-stakeholder engagement process itself. It is also clearly important to establish a provision for periodic consultation and engagement around the periodic reporting timelines, Voluntary National Reporting (VNR) and when the national plans are under review. An annual national conference or forum can be used to provide multi-stakeholder players' inputs in the SDGs implementation review.

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

The process includes putting in place mechanisms for accountability, including using existing mechanisms (Figure 3). It also includes the establishment of County Inter Agency

Committees, Sub-county or Ward Interagency Steering Committees; and further, ensuring counties' membership in sector specific working groups.

In terms of effective communication, the Secretariat's monthly meetings can be used as learning forums. It is expected that there will be tracking and reporting on the SDGs progress in Kenya, with the public being sensitized 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.

4.8 Conclusion

UNDP has already observed that Africa's progress with respect to alignment of the SDG 2030 and Africa Union 2030/2063 agendas into national development strategies has already been undertaken in most Countries, including Kenya. Voluntary National Reports have also been prepared based on themes and select goals in a phased approach. This has set the foundation for baselines on most indicators, identification data gaps as well as documentation of emerging challenges. With only ten years to 2030, there is need for heightened motivation and action in SDGs implementation and reporting. As already noted, stakeholder engagement provides one major opportunity for effective participation in SDGs implementation due to benefits that include improvements in evidence base; greater public acceptance; higher likelihood of intervention success; wider communication of interventions; and, increased likelihood of impact on decision-making. Indeed, one of the broad thematic areas identified in Kenya's SDGs Roadmap is the development of a stakeholder engagement and SDGs co-ordination framework which takes the form of Multi-Stakeholder engagement framework. The framework sets out the strategic approach, the principles, structure and the key players, engagement mechanisms, proposed sources of resources and actions/activities that will lead to envisaged meaningful planning, delivery and follow-up and review of SDGs implementation over the next decade.

GLOSSARY

Stakeholders

A stakeholder is any person with an interest in and/or ability to contribute/influence an activity or is impacted by a decision or change. Stakeholders may also be referred to as actors and include individuals, groups and organizations such as:

- Government ministries, departments and agencies at national and county level
- Academia
- Public benefits organizations (Non-governmental organizations)
- Civil society organizations
- Faith-based organizations, including Inter-religious Council of Kenya
- Organized citizen groups, including marginalized and vulnerable groups
- UN agencies
- Kenya SDGs Forum
- Donors/development partners
- Development Partners Forum
- Trade Unions, including COTU
- Private Sector enterprises and Associations
- National Assembly and Caucuses
- Judiciary
- Council of Governors and County Assembly Forums
- Media, including Media Owners Association and Media Council of Kenya

Stakeholder Engagement

Stakeholder engagement is a comprehensive term that covers a range of concepts and approaches whose overarching purpose is to communicate, interact, involve, and work with stakeholders. The approaches range from press release and public meetings to involvement in governance structures or implementation of decisions.

Methods of Stakeholder Engagement

Inform

To inform or educate stakeholders in one way communication.

Consult

To gain information or feedback from stakeholder, to help inform decisions (limited two-way conversation).

Involve

To work directly with stakeholder throughout process, to ensure issues are understood and considered (two-way communication).

Collaborate

To partner with stakeholder, to develop mutually agreed solutions, joint plans of action, etc.

Empower

To delegate decision-making to the stakeholder on a particular issue - stakeholder is enabled/
equipped to achieve outcomes.

Power Relations

Stakeholder Analysis

