



REPUBLIC OF KENYA

THE NATIONAL TREASURY  
STATE DEPARTMENT FOR ECONOMIC PLANNING

# MULTI STAKEHOLDERS ENGAGEMENT FRAMEWORK (2026–2030)



2026

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## ACRONYMS AND ABBREVIATIONS

<b>AAAA</b>	Addis Ababa Action Agenda
<b>AU</b>	African Union
<b>BETA</b>	Bottom-Up Economic Transformation Agenda
<b>CGD</b>	Citizen-Generated Data
<b>CIDPs</b>	County Integrated Development Plans
<b>CSO</b>	Civil Society Organization
<b>COG</b>	Council of Governors
<b>DIHs</b>	Digital Innovation Hubs
<b>EAC</b>	East African community
<b>HLPF</b>	High-Level Political Forums
<b>IATWC</b>	Inter-Agency Technical Working Committee
<b>ICT</b>	Information Communication Technology
<b>IEC</b>	Information, Education, and Communication
<b>KAM</b>	Kenya Association of Manufacturers
<b>KEPSA</b>	Kenya Private Sector Alliance
<b>KRAs</b>	Key Result Areas
<b>KPIs</b>	Key performance Indicators
<b>MCK</b>	Media Council of Kenya
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MSME</b>	Micro Small and Medium Enterprise
<b>MTP</b>	Medium Term Plan
<b>NYC</b>	National Youth Council
<b>ODA</b>	Official Development Assistance
<b>PLWDs</b>	Persons Living with Disabilities

<b>SDGs</b>	Sustainable Development Goals
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TWGs</b>	Thematic Working Groups
<b>UN</b>	United nations
<b>UNDP</b>	United Nations Development Programme
<b>UNGA</b>	United Nations General Assembly
<b>UNRCO</b>	United Nations Resident Coordinator's Office
<b>VLR</b>	Voluntary Local Review
<b>VNR</b>	Voluntary National Review

## **DEFINITION OF CONCEPTS AND TERMINOLOGIES**

### **Agenda 2063**

Africa's development blueprint for the socio-economic transformation of Africa over a 50-year period, aimed at inclusive growth, sustainable development, and continental integration.

### **Blended Financing**

A financing approach that combines public, private, donor, and non-financial resources such as technical assistance and in-kind contributions to support development initiatives and close funding gaps.

### **Bottom-Up Economic Transformation Agenda (BETA)**

The Kenyan Government's 2023-2027 development strategy that focuses on improving livelihoods through priority sectors including agriculture, MSMEs, housing, healthcare, digital economy, and the creative economy.

### **Citizen-Generated Data (CGD)**

Data produced by citizens or community groups to complement official statistics, enhance inclusivity, and provide localized evidence for planning, monitoring, and decision-making.

### **Civil Society Organizations (CSOs)**

Non-state, non-profit organizations that represent citizen interests and contribute to advocacy, service delivery, civic education, and accountability in public policy processes.

### **County Integrated Development Plans (CIDPs)**

Five-year development plans prepared by county governments to guide planning, budgeting, and implementation of development priorities at the county level.

### **Development Partners**

Bilateral, multilateral, philanthropic, and international organizations that provide financial, technical, and capacity-building support for development initiatives.

### **Engagement Framework**

A structured approach that defines how stakeholders interact, communicate, collaborate, and contribute to the achievement of shared development objectives.

### **Inter-Agency Technical Working Group (IATWG)**

A multi-stakeholder coordination committee comprising government and non-state actors mandated to spearhead, guide, and monitor SDG implementation in Kenya.

### **Key Result Areas (KRAs)**

Strategic focus areas that define priority outcomes and guide the implementation, monitoring, and evaluation of the Stakeholder Engagement Framework.

## **Medium Term Plan (MTP)**

A five-year implementation plan under Kenya Vision 2030 that translates long-term development goals into actionable programmes and projects.

## **Monitoring and Evaluation (M&E)**

A continuous process of tracking progress, assessing performance, and measuring results to inform decision-making, accountability, and learning.

## **Multi-Stakeholder Engagement**

The structured involvement of government, private sector, civil society, academia, development partners, and citizens in planning, implementation, monitoring, and review of development initiatives.

## **Partnerships**

Collaborative arrangements among stakeholders based on shared goals, mutual trust, and complementary roles to advance sustainable development outcomes.

## **Public Participation**

The constitutional process through which citizens and stakeholders are involved in policy formulation, planning, decision-making, and oversight of public actions.

## **Stakeholder**

Any individual, group, or organization that has an interest in, is affected by, or can influence the implementation and outcomes of the Stakeholder Engagement Framework.

## **Sustainable Development Goals (SDGs)**

A set of 17 global goals adopted by United Nations Member States in 2015 to end poverty, protect the planet, and ensure prosperity for all by 2030.

## **Thematic Working Groups (TWGs)**

Sector-based or issue-specific groups that provide technical input, coordination, and monitoring support for SDG implementation.

## **Voluntary National Review (VNR)**

A country-led review mechanism through which progress on SDG implementation is reported to the United Nations High-Level Political Forum.

## **Voluntary Local Review (VLR)**

A sub-national reporting mechanism used by counties or cities to assess and communicate progress on SDG implementation at the local level.

## **Kenya Vision 2030**

Kenya's long-term national development blueprint, launched in 2008, aiming to transform the country into a newly industrializing, middle-income nation with a high quality of life by 2030.

## FOREWORD

Kenya stands at a pivotal moment in its development journey. As the country advances into the final phase of the Decade of SDG Implementation, our nation remains steadfast in its commitment to the global, regional, and national blueprints/frameworks that guide the path to economic prosperity. These blueprints/frameworks include the United Nations, 2030 Agenda for sustainable development, Africa Union Agenda 2063, the East African Community Vision 2050, Kenya Vision 2030, and the Fourth Medium Term Plan anchored on the Bottom-Up Economic Transformation Agenda. These Blueprints provide actionable pathways toward inclusive prosperity, grounded in the core pillars of people, planet, peace, prosperity, and partnerships.



Since the adoption of the Multi-Stakeholder Engagement Framework in 2020, Kenya has made strides in advancing the Sustainable Development Goals (SDGs). Through structured collaboration, we have strengthened our Voluntary National Reviews (VNRs-2020,2024) and local reporting, enhanced policy coherence, and fostered inclusive dialogue across sectors. Yet, as our context evolves, we are confronted by challenges and emerging issues such as climate change, global economic shocks, rapid technological transformation that necessitate us to shift our approach.

This Stakeholder Engagement Framework (2026–2030) is designed to respond decisively to the development needs at this critical moment. Its core aim is to enhance coordination and synergy among all national and county-level actors, ensuring unified efforts toward SDG acceleration. It seeks to institutionalize inclusive participation by empowering marginalized groups and vulnerable communities in decision-making processes. Furthermore, the Framework is intended to strengthen accountability and transparency through robust monitoring, evaluation, and reporting, including credible Voluntary National and Local Reviews. The framework will also ensure we mobilize diverse resources and expertise by leveraging partnerships with the private sector, development partners, academia, and civil society, and harness data and innovation for evidence-based planning, digital engagement, and adaptive management of SDG interventions.

The Framework reaffirms our conviction that sustainable development cannot be achieved by government alone. It is a shared national enterprise that thrives on the active contribution of every stakeholder. As we embark on this critical implementation phase, I urge all partners across government, civil society, the private sector, and communities to adopt this Framework as our common roadmap. Let it guide our dialogues, align our investments, and measure our progress.

Hon. FCPA John Mbadi Ng'ongo, EGH

**CABINET SECRETARY**

**THE NATIONAL TREASURY**

## ACKNOWLEDGEMENT

The review of the previous SDGs Engagement Framework was informed by the imperative need to strengthen strategic partnerships between state and non-state actors, broaden stakeholder participation, and ensure coordinated support for the effective implementation of SDGs. The review sought to clarify stakeholder roles, enhance coordination mechanisms, and identify strategic focus areas to reinforce stakeholders' engagement.

Stakeholder engagement is essential to the achievement of the Sustainable Development Goals due to their integrated and people-centred nature. It enables the Government to leverage diverse capacities, expertise, and resources from state and non-state actors to support effective implementation of the goals.



This Framework will strengthen collaboration and partnerships among diverse stakeholders by providing structured mechanisms for engagement, coordination, and accountability. It establishes clear roles, shared responsibilities, and modalities for mobilizing and leveraging resources and knowledge. By reducing fragmentation and duplication, the Framework is expected to improve resource allocative efficiency, support evidence-based policy action, and accelerate progress towards the realization of the SDGs.

On behalf of the Government, I wish to express my sincere appreciation to the members of the Inter-Agency Technical Working Committee (IATWC) on SDGs comprised of; State Department for Economic Planning, Council of Governors (CoG), United Nations Resident Coordinator's Office (UNRCO), United Nations Development Programme (UNDP), SDGs Kenya Forum, Kenya Private Sector Alliance (KEPSA), Kenya Association of Manufacturers (KAM), National Youth Council (NYC), Media Council of Kenya (MCK), Parliamentary Caucus on SDGs and Business, and Academia for the dedication and collective effort throughout the review process. Special recognition is extended to the technical team within the International Economic Partnerships and Frameworks Directorate for their exemplary leadership, coordination, and technical guidance throughout the preparation of this Framework.

This Framework reflects Kenya's commitment to a whole-of-government and whole-of-society approach in advancing the 2030 Agenda for Sustainable Development.

Bonface B. Makokha  
**Principal Secretary**  
**State Department for Economic Planning**  
**The National Treasury**

## EXECUTIVE SUMMARY

The Stakeholder Engagement Framework (2026–2030) provides a structured and coordinated approach for mobilizing state and non-state actors to accelerate Kenya’s implementation of the Sustainable Development Goals (SDGs) during the final decade to 2030. Anchored in Kenya’s national development architecture—including Kenya Vision 2030, the Medium-Term Plans, County Integrated Development Plans, and the Bottom-Up Economic Transformation Agenda. The Framework responds to the growing complexity of development challenges that require whole-of-government and whole-of-society solutions. It builds on lessons from the 2020 Stakeholder Engagement Framework and seeks to institutionalize inclusive, transparent, and results-oriented engagement across national and county levels.

The Framework is informed by an evidence-based and participatory review process that examines performance of past stakeholder engagement mechanisms, emerging global and national trends, and international best practices. While Kenya has made notable progress in SDG mainstreaming, reporting through Voluntary National and Local Reviews, and partnership building, implementation gaps persist. These include; uneven stakeholder participation, fragmented coordination between national and county levels, limited financing predictability, weak monitoring and evaluation systems. External shocks such as climate change, pandemics, geopolitical instability, and fiscal pressures further underscore the need for stronger coordination and resilience.

To address these challenges, the Framework defines clear objectives centred on strengthening partnerships, enhancing coordination and synergy, mobilizing resources, improving data production and use, and promoting accountability and transparency. It is anchored on four Key Result Areas: partnership and collaboration; capacity development; resource mobilization; and data development and management. Together, these pillars aim to ensure that stakeholder engagement moves beyond consultation to meaningful contribution, co-ownership, and measurable impact on SDG outcomes.

The Framework establishes a coherent institutional architecture for engagement, led by the Inter-Agency Technical Working Committee (IATWC) and supported by Thematic Working Groups, sectoral conveners, and a National Multi-Stakeholder Secretariat within the State Department for Economic Planning. This structure promotes both horizontal coordination across sectors and vertical alignment between national and county governments, while linking Kenya’s development efforts to regional and global reporting platforms. Diverse engagement methods—including; policy dialogues, public participation forums, digital platforms, partnerships, and structured reporting processes—are embedded to ensure inclusivity and sustained collaboration.

Successful implementation of the Framework will require adequate financial, human, and technological resources. Over the five-year period, an estimated Ksh. 555.2 million is required, to be mobilized through a mix of government allocations, donor support, co-funding arrangements, and blended financing approaches. Strong emphasis is placed on transparent resource management, leveraging existing institutional capacities, and adopting innovative digital solutions to enhance coordination, knowledge management, and evidence-based decision-making.

Monitoring, Evaluation, and Learning (MEL) is positioned as a core enabler of the Framework. Through clear indicators, annual reporting, mid-term review, and continuous learning mechanisms, the Framework seeks to ensure accountability, adaptive management, and sustained performance. Ultimately, the Stakeholder Engagement Framework (2026–2030) reaffirms Kenya’s commitment to inclusive development, partnership, and shared responsibility, providing a practical roadmap for aligning stakeholder contributions and accelerating progress towards the SDGs by 2030.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background

Kenya's commitment to sustainable development is anchored in global, regional, and national development agendas, notably the 2030 Agenda for Sustainable Development Goals (SDGs), the Africa Union Agenda 2063, EAC Vision 2050, Kenya Vision 2030, Medium-Term Plans, County Integrated Development plans (CIDPs) and The Bottom-Up Economic Transformation Agenda (BETA). These frameworks collectively define Kenya's development trajectory, with strong emphasis on inclusivity, sustainability, resilience, and partnerships.

The SDGs, adopted in 2015, expanded the development agenda by integrating economic, social, governance and environmental dimensions under the 5Ps: People, Planet, Prosperity, Peace, and Partnerships. Kenya integrated these commitments through the medium-term plans of the Vision 2030 while BETA provides a renewed focus on improving livelihoods through Agriculture, Micro small and medium enterprise economy, Housing and settlement, Health care, Digital super Highway and Creative economy.

Recognizing that sustainable development cannot be achieved by the government alone, Kenya established a Multi-Stakeholder Engagement Framework in 2020 to coordinate efforts towards the realization of SDGs. The framework was designed to institutionalize partnerships and provide structured coordination among national and county governments, civil society, the private sector, academia, development partners, media and marginalized groups, thereby supporting effective implementation, monitoring, evaluation, and reporting on the SDGs.

### 1.2 Rationale

The review of the Multi-Stakeholder Engagement Framework is informed by the need to respond to evolving global, regional, and national development priorities, while addressing implementation gaps identified under the 2020 Framework. As Kenya enters the final phase of the 2030 Agenda, the growing complexity of development challenges, coupled with constrained fiscal space, calls for a more coordinated, inclusive, and results-oriented approach to stakeholder engagement.

At the international and regional level, the revised Framework re-affirms Kenya's commitment to the United Nations 2030 Agenda for Sustainable Development, AU Agenda 2063 and EAC Vision 2050. It ensures coherence with emerging global commitments, including the Pact for the Future and the Sevilla outcomes on financing for development, while integrating Kenya's obligations under various United Nations declarations and resolutions. These commitments emphasize inclusive governance, strengthened partnerships, and participatory development, consistent with the principles of Sustainable Development Goal 17.

At the national level, the Framework aligns with Kenya Vision 2030, and the Fourth Medium-Term Plan 2023–2027 (MTPIV) anchored on BETA. These development strategies prioritize food and nutrition security, universal healthcare, affordable housing, manufacturing, the digital economy, MSME development, and green growth. Effective multi-stakeholder engagement is critical in mobilizing financial resources, technical expertise, innovation, and implementation capacity required to accelerate progress across these priority areas at both national and county levels.

Further, the Framework seeks to address emerging issues and persistent challenges that have exposed vulnerabilities in existing engagement framework. Recent pandemics, climate-related crises, geopolitical tensions, and global economic shocks have disrupted development financing and coordination. In parallel, rapid technological change and the expansion of the digital economy have transformed how citizens, institutions, and partners interact, necessitating new approaches to engagement that leverage digital platforms, data-driven decision-making, and citizen-generated data to enhance inclusivity, responsiveness, and evidence-based planning.

Lessons from the implementation of the 2020 Framework also highlight the need to strengthen governance, accountability, and inclusivity. Gaps in monitoring, evaluation, and learning systems, uneven participation by some mapped stakeholders, and limited dissemination and visibility of the Framework constrained its effectiveness. Addressing these gaps requires clearer institutional arrangements, strengthened accountability frameworks, improved communication strategies, and deliberate inclusion of marginalized and hard-to-reach groups to ensure equitable participation and ownership.

Evolving global financing dynamics have significantly constrained progress in SDG implementation. Rising public debt, volatility and conditionality of Official Development Assistance, and compounding systemic risks arising from climate change, pandemics, and geopolitical instability have reduced fiscal space and financing predictability. These pressures underscore the need for enhanced coordination, synergy-building, and innovative financing approaches among state and non-state actors to optimize available resources and sustain momentum towards the achievement of the Sustainable Development Goals.

### **1.3 Objectives**

The overall objective of the framework is to enhance partnership, coordination and synergy to accelerate the SDGs implementation. The framework specifically aims to:

- i. Leverage the diverse expertise and experience of stakeholders;
- ii. Support data generation, dissemination and use;
- iii. Enhance resource mobilization; and
- iv. Promote accountability and transparency

### **1.4 Methodology**

The Stakeholder Engagement Framework has been developed through a structured and consultative process involving all stakeholders across national and sub-national governments. The process included targeted stakeholder engagements and workshops to gather views, experiences, and recommendations from government institutions, civil society, private sector, development partners, academia, and representatives of special interest groups. Inputs from these engagements have been systematically documented and used to inform the drafting of the Framework. A validation process was subsequently undertaken to review, refine, and confirm the Framework's objectives, principles, and proposed approaches, ensuring consensus, ownership, and alignment with national development and governance priorities.

*Roadmap for the Review of the SDGs Stakeholder Engagement Framework*



## CHAPTER TWO: SITUATION ANALYSIS

### 2.1 Overview

This chapter analyzes the operational environment of the Stakeholder Engagement Framework using SWOT to examine performance, identifying opportunities, challenges, and lessons learned. To thoroughly evaluate and understand the operational environment of the framework, a broad contextual analysis was done bringing foresight to both negative and positive factors. The IATWC reviewed its past performance in implementation of the previous SEF, drawing key milestones, challenges, lessons learned and gaps that hitherto informed development of this revised framework. In addition, environmental scan was done to denote positive factors that could catapult the IATWC to success in delivery of its mandate on one hand, and negative factors that portended obstacles for its smooth operations, thereby charting appropriate strategic responses.

### 2.2 Performance Review

Most significant achievement of the Stakeholders engagements framework is the power of partnerships and collaboration in executing SDGs coordination processes. Collaboration between the government, civil society, the private sector, development partners, and communities has proven effective in leveraging resources, sharing expertise, and enhancing the reach of interventions.

Through the engagement framework, the country made significant strides in domestication and localization of SDGs through the national and sub-national development plans, developing Voluntary National Reports (VNRs) and Voluntary Local Reports (VLR) in 2017, 2020, 2024 documenting progress made on SDGs targets at national and county levels respectively and conducted Community Dialogues. Additionally, through this engagement, Kenya prepared country position papers and national statements for presentation at High-Level Political Forums (HLPF), and the UN General Assembly (UNGA). These efforts have enabled the country to articulate national priorities, showcasing lessons learnt, and contributing to the shaping the global SDGs Agenda.

The stakeholder's engagement has played a critical role in strengthening stakeholder capacity and enhancing awareness of the SDGs in Kenya. The IATWC was established in 2020 to spearhead SDGs implementation processes in the country through collaboration and partnership. The committee comprises of; SDEP, CoG, UNRCO, UNDP, SDGs Kenya Forum, KEPSA, KAM, NYC, MCK, Parliamentary Caucus on SDGs and Business, and Academia. The committee is chaired by SDEP and co-chaired by SDGs Kenya Forum and KEPSA. The committee has facilitated targeted capacity building and sensitization sessions that have equipped government officers, civil society, and private sector actors with practical skills for SDG integration, monitoring, and reporting. Supported domestication and localization of SDGs through Community Dialogues

The IATWC promoted awareness creation by holding community dialogues, and disseminating information on Kenya's progress in implementing the 2030 Agenda. Notably the committee has convened **seven (7)** annual national stakeholder forums. These efforts have improved knowledge sharing, best

practices, fostered inclusivity, and built a stronger foundation for evidence-based decision-making across institutions engaged in the SDGs process.

The engagement framework facilitated the mainstreaming of SDGs into Kenya's planning frameworks, including the Medium-Term Plan IV (2023–2027) and the County Integrated Development Plans (2023–2027), thereby aligning national and county development priorities with the 2030 Agenda. It also supported technical follow-up on the Addis Ababa Action Agenda (AAAA) for SDG financing and enabled Kenya's participation in global platforms such as the Seville High-Level Action Agenda Conference on Financing for Development (FFD4) and TICAD, which advance Africa's peace, security, and development through high-level policy dialogue.

### 2.3 SWOT Analysis

The review of Kenya's SDGs Stakeholders Engagement Framework has identified the need to strengthen the effectiveness of the Inter-Agency Technical Working Committee (IATWC) as the central coordination mechanism for SDG implementation. A SWOT analysis was undertaken to assess the external opportunities that can be leveraged and the threats that may hinder the Committee's performance. The analysis highlights areas where the IATWC can build on emerging trends, partnerships, and innovations, while also drawing attention to risks that require proactive mitigation to ensure sustainable and inclusive coordination of the 2030 Agenda.

*Table 1: SWOT Analysis*

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• An existing operational stakeholder engagement structure (IATWC)</li> <li>• Institutional arrangement- State Dept and dedicated directorate for SDGs</li> <li>• Collaboration within and without Government (Both National and County</li> <li>• Existence of policy framework on public participation</li> <li>• Effective Coordination on Reporting- 3 VNRs, VLRs</li> <li>• Operational IATWC</li> </ul>	<ul style="list-style-type: none"> <li>• Limited monitoring and evaluation</li> <li>• Inadequate dissemination of the Framework</li> <li>• Low participation of some mapped stakeholders e.g Judiciary</li> <li>• Limited co-funding</li> <li>• Lack of communication strategy</li> <li>• Low communication/inadequate publicity</li> <li>• Absence of a clear monitoring and evaluation framework</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Upscaling membership of the IATWC</li> <li>• Heightening Technology-enabled engagement</li> <li>• Enhancing capacity development</li> <li>• Exploring innovative Financing Mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• External shocks diverting focus and resources</li> <li>• Exclusion of women, youth groups, and PLWDs in SDGs processes</li> <li>• Low level of leadership commitment</li> <li>• Low visibility and buy-in from some stakeholders</li> </ul>

<ul style="list-style-type: none"> <li>● Establishing Knowledge Management Systems</li> <li>● Strengthening partnerships and collaborations</li> <li>● . Exploring on Digital Innovation Hubs (DIHs)</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of a coordinated approach leading to duplication and siloed efforts</li> <li>● High turnover of technical staff disrupting continuity, and slowing down follow-up on IATWC commitments</li> </ul>
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## 2.4 Challenges

- i. Lack of M&E framework and limited mechanisms for documenting progress, which weakens overall accountability;
- ii. Limited participation of mapped stakeholders in the implementation process;
- iii. Financing and resources constraints;
- iv. Inadequate communication, advocacy and visibility;
- v. Inadequate coordination approach leading to "siloed efforts"; and
- vi. Duplication of activities among different actors due to weak institutional framework

## 2.5 Emerging issues

- i. Rapid technological change and the growth of the digital economy necessitate the use of digital platforms, data-driven decision-making, and citizen-generated data;
- ii. Pandemics (such as COVID-19), climate emergencies, geopolitical instability and economic crises create systemic risks that divert stakeholder collaboration and resource flows from sustainable development goals;
- iii. Data Innovation: There is an emerging need to explore Digital Innovation Hubs (DIHs) and establish sophisticated Knowledge Management Systems to prevent data from remaining fragmented within individual institutions.
- iv. Learning and adaptation: Need for renewal, evidence-based engagement processes that evolve with new challenges.

## 2.6 Lessons learnt

- i. Coordinated stakeholder engagement is critical for effective resource mobilization, knowledge exchange, and building synergies.
- ii. Lack of a monitoring mechanism limits documentation of progress and weakens accountability.
- iii. Coordinated governance arrangements enhance collaboration and coherence among diverse stakeholders.
- iv. Clear definition of roles and shared responsibilities fosters stronger accountability and ownership. Joint work planning with defined commitments and contributions from AITWC members is necessary for sustained coordination.

- v. Inclusion of women, youth, persons with disabilities (PWDs), and other vulnerable groups is essential for inclusive engagement.

## **2.7 Best Practices/case studies from other countries and Emerging Trends**

Kenya's Stakeholder Engagement Framework is informed by global lessons and innovative models that demonstrate how structured, inclusive partnerships can accelerate SDG implementation. The following international examples highlight mechanisms and achievements from which Kenya can draw actionable insights for strengthening its own multi-stakeholder architecture.

### **Ghana**

Ghana best demonstrates Institutionalized Civil Society Engagement and Innovative Financing for SDGs. Ghana's National Civil Society Platform on SDGs coordinates over 300 CSOs through 17 thematic sub-platforms one for each Goal ensuring focused, technical input into planning, monitoring, and shadow reporting. Beyond engagement structure, Ghana pioneered the world's first SDG-aligned sovereign bond in 2021, raising USD 1.13 billion for green and social investments. The country has also successfully localised the SDGs into over 100 district development plans. This model illustrates how formalised civil society networks, coupled with innovative financing, can enhance both accountability and resource mobilization.

### **Ireland**

Ireland best demonstrates the approach of Whole-of-Government, Oversight and Transparent Budgeting in SDG implementation. They exemplify high-level political ownership through its Cabinet Committee on the SDGs, chaired by the Taoiseach (Prime Minister). Its National SDG Stakeholder Forum ensures continuous dialogue across sectors, supported by an SDG Champions Programme to raise visibility and incentivise action. Notably, Ireland became the first European Union country to publish an SDG Budget Tagging Report, mapping public expenditure against SDG targets a benchmark for fiscal transparency and policy coherence. These practices demonstrate how institutional leadership, inclusive dialogue, and budget transparency can align national resources with the 2030 Agenda.

### **Finland**

Finland best exemplifies the Whole-of-Society Commitments and Consistent Global Leadership in SDGs implementation. Finland, consistently ranked first in the global SDG Index, operates a Society's Commitment to Sustainable Development initiative, through which over 2,300 entities, from businesses to municipalities have registered concrete sustainability pledges. This is reinforced by a National Sustainable Development Council that ensures strategic multi-stakeholder coordination. Finland's leadership in SDG 5 (Gender Equality), with near-parity in parliament and progressive social policies, underscores how a culture of shared responsibility, backed by high-level governance structures, drives measurable.

## **Sweden**

Sweden is lauded for its example in Multi-Sectoral Local Engagement & Evidence-Based Participation on SDGs. The country leads in decentralized Implementation and Pioneering Climate Ambition. Sweden empowers local actors through its Local 2030 Agenda, with over 90% of municipalities adopting local SDG action plans. This decentralized model is supported by evidence-based dialogue that connects parliament, academia, and civil society. At the national level, Sweden aims to become the world's first fossil-free welfare state by 2045, backed by its Policy for Global Development, which mandates policy coherence for sustainable development. Sweden's approach highlights the importance of sub-national ownership, research-policy linkages, and bold, integrated climate action.

## **Chile**

Chile best exemplifies Cyclical Multi-Stakeholder Dialogues and Green Economic Transition in the SDGs implementation. Chile has institutionalized participatory planning by embedding structured multi-actor consultations into its Voluntary National Review (VNR) process, actively engaging local government associations and civil society. Beyond engagement, Chile is leveraging the SDGs to drive economic transformation through its National Green Hydrogen Strategy, aiming to become the world's lowest-cost producer by 2030. This integration of stakeholder input into both reporting and forward-looking industrial policy shows how engagement can be linked to tangible national priorities and sustainable growth pathways.

## CHAPTER THREE: STRATEGIC ENGAGEMENT PRIORITY AREAS

### 3.1 Overview

This section covers the Guiding principles of Engagement, stakeholder mapping and roles and introduces the Key Result Areas of the Engagement Framework. The Strategic Engagement Areas are a result of the SWOT and PESTEL Analysis in the previous section.

### 3.2 Guiding Principles of Engagement

The Framework is anchored on the following guiding principles to ensure inclusivity, accountability, and sustainability in accelerating the implementation of the SDGs in Kenya:

#### 1. Leave No One Behind

Ensure participation of all stakeholders, including marginalized and vulnerable groups (youth, women, elderly, persons with disabilities, indigenous communities).

#### 2. Human Dignity and Equity:

Safeguard respect for human rights and uphold equitable access to opportunities, resources, and services in all engagement processes.

#### 3. Participation and Democracy

Promote meaningful and continuous stakeholder participation at national and county levels, in line with the Constitution of Kenya (2010).

#### 4. Accountability and Transparency

Strengthen openness in decision-making, ensure access to information, and provide clear feedback mechanisms on progress and results.

#### 5. Ownership and Sustainability

Promote local ownership of SDG processes by strengthening capacities, mobilizing domestic resources, and embedding stakeholder engagement within institutional structures.

#### 6. Partnerships and Collaboration

Foster trust-based partnerships among government, private sector, civil society, academia, development partners, and citizens to harness collective expertise and resources.

### 3.3 Stakeholder Mapping, Engagement and Roles

Stakeholder mapping and engagement are critical components of effective public policymaking.

Stakeholder mapping focuses on the identification and prioritization of individuals, groups, and organizations that are affected by, have an interest in, or can influence the proposed policy or engagement framework. Stakeholder engagement, on the other hand, ensures continuous interaction, communication, and relationship-building among stakeholders throughout the policymaking process. Clearly defined stakeholder roles outline the duties and responsibilities of each stakeholder category to support effective participation and accountability.

#### 3.3.1 Stakeholder Mapping

Stakeholder mapping involves identifying and prioritizing individuals, groups, and organizations that are affected by or have an interest in, and/or can influence, the engagement framework. This process

facilitates an understanding of stakeholder interests, influence, and relationships, which is essential for effective communication, collaboration, and decision-making.

Stakeholders involved in the development of the engagement framework include, but are not limited to, citizens, academia, research institutions, development partners, the private sector, Non-Governmental Organizations (NGOs), Civil Society Organizations (CSOs), and the media. In addition, special interest groups such as youth, women, older persons, and persons with disabilities—must be deliberately identified and included to ensure inclusivity and equity in the engagement process.

### 3.3.2 Stakeholder Engagement

Stakeholder engagement is both a constitutional imperative and a strategic process aimed at ensuring meaningful participation throughout the development of the engagement framework. It involves facilitating interaction, dialogue, and collaboration among stakeholders at all stages of the process. This is conducted through various forums, including roundtables, workshops, and working sessions, to enable stakeholders to provide input and feedback at each stage of the framework's development. This inclusive approach ensures views and proposals are taken on board to enrich the engagement framework. This also enhances public legitimacy, increased public support and ensures the achievement of better outcomes. Further, the stakeholder's engagement enables better planning. Stakeholder engagement can be mutually beneficial for the stakeholders, for example, the opportunity to contribute their expertise, knowledge, and perspectives

There are several stakeholders, with various skills who will be involved in the engagement framework. Their roles can be summarized in Table 2 below.

*Table 2: Actors and Their Roles in the Engagement Framework*

Actors/Organization	Roles in Engagement Framework
Government Ministries, Counties, Departments, and Agencies	<ul style="list-style-type: none"><li>• Addresses policy issues that require interventions</li><li>• Undertakes stakeholders' engagement</li><li>• Monitors and evaluates implementation of the engagement framework</li></ul>
Parliament and senate	<ul style="list-style-type: none"><li>• Provides inputs into the engagement framework process</li><li>• Passes relevant legislations</li></ul>
Judiciary	<ul style="list-style-type: none"><li>• Provides interpretation of the laws</li><li>• Provides resolution of disputes</li></ul>
Attorney General	<ul style="list-style-type: none"><li>• Provides legal advice to MCDAs when required</li></ul>
Citizens/public	<ul style="list-style-type: none"><li>• Participates in public policy formulation process</li><li>• Provides feedback on public policies</li><li>• Supports the implementation of public policies</li><li>• Influences the Government on public policy through advocacy</li></ul>
Think tanks/academia	<ul style="list-style-type: none"><li>• Provides necessary technical support</li><li>• Partners and collaborates in research and the engagement framework analysis</li></ul>

Media	<ul style="list-style-type: none"> <li>• Information dissemination on the engagement framework</li> <li>• Provides timely feedback on the engagement framework</li> </ul>
Private sector institutions	<ul style="list-style-type: none"> <li>• Participates in the engagement framework process</li> <li>• Provides resources for the development and implementation of the engagement framework</li> <li>• Provide and advocates for platforms to the engagement framework</li> </ul>
Non-State Organizations	<ul style="list-style-type: none"> <li>• Provides advocacy on the engagement framework</li> <li>• Provides technical support during the engagement framework formulation</li> <li>• Provides civic education to citizens on the engagement framework</li> </ul>
Development partners	<ul style="list-style-type: none"> <li>• Provides inputs during the engagement framework formulation process</li> <li>• Provides technical support on the engagement framework formulation and implementation</li> <li>• Provides resources for capacity building on the engagement framework</li> <li>• Supports the use of evidence-based the engagement framework making</li> <li>• Provides support for the engagement framework, implementation, monitoring and evaluation</li> </ul>

### 3.4 Key Result Areas

The framework is anchored on four Key Result Areas (KRAs) that collectively drive effective stakeholder engagement and organizational success.

#### **KRA 1: Partnership and Collaboration**

It focuses on integrating the strategy within broader development frameworks by building and formalizing strong partnerships, enhancing coordination, and fostering synergy among diverse stakeholders. This ensures unified efforts and resource sharing towards common goals.

#### **KRA 2: Capacity Development**

It aims to empower stakeholders by assessing their needs and providing relevant training and resources to strengthen their skills and competencies. This builds a knowledgeable and capable base for sustainable engagement and implementation.

#### **KRA 3: Resource Mobilization**

Is dedicated to securing the necessary financial, human, and material resources that support the implementation of this framework, its activities and overall sustainability. It involves identifying funding opportunities, cultivating partnerships, and optimizing resource use.

#### **KRA 4: Data Development and Management**

It emphasizes improving data production, dissemination, and utilization to inform decision-making, monitor progress, and communicate achievements. Strengthening these systems ensures transparency and evidence-based strategies across all levels of the organization.

*Table 3:Key Results Areas, Strategic objectives and Strategies*

<b>Key Results Areas</b>	<b>Strategic Objective</b>	<b>Strategies</b>
KRA 1: Partnership and collaboration	To enhance partnerships	1.1 Strengthen stakeholders' engagement
		1.2. Establish formal partnerships
	To strengthen coordination among stakeholders	1.3. Enhance multi- stakeholders' synergy
		1.4 Strengthen stakeholder linkages
KRA 2: Capacity development	Enhance capacity of the stakeholders	2.1 Capacity needs assessment and prioritization
KRA 3: Resource Mobilization	3.1 Mobilize resources	3.1.1 Undertake resource gap analysis 3.1.2 Develop resource mobilization strategy 3.1.3 Convene donor round tables 3.1.4 Evaluate the resource mobilization strategy.
KRA 4: Data Development and Management	Strengthen data production, dissemination and use	4.1 Support data production 4.2 Strengthen data dissemination 4.3 Strengthen data use

#### **3.5 Stakeholder Engagement Structure.**

Kenya's SDGs multi-stakeholder engagement structure follows a **bottom-up and inclusive approach** that ensures all actors state and non-state contribute meaningfully to the achievement of the Sustainable Development Goals (SDGs). The structure is designed to strengthen **horizontal coordination** across sectors and **vertical linkages** between national and county levels, while also connecting to regional and global reporting mechanisms.

##### **3.5.1 Thematic Working Groups**

Stakeholders working around the 17 SDGs report to **Thematic Working Groups (TWGs)**, organized along the SDG pillars (social, economic, environmental, and governance) or the **5Ps**: People, Planet, Prosperity, Peace, and Partnerships. These TWGs provide technical expertise, align interventions to national priorities, and support monitoring of progress.

### 3.5.2 Sectoral Conveners

Each TWG is supported by sectoral conveners drawn from the legislature, executive, civil society, private sector, media, academia, and development partners. Sector conveners coordinate actors within their domain and are responsible for convening regular stakeholder consultations, including during public participation forums at both national and county levels. The media and academia are expected to play enhanced roles in shaping the discourse on the 2030 Agenda and in promoting evidence-based reporting.

### 3.5.3 National Multi-Stakeholder Secretariat

The International Economic Partnership and Frameworks Directorate in the State Department for Economic Planning will be the National Multi-Stakeholder Secretariat and is responsible for:

- Producing biannual and annual SDG reports.
- Developing and implementing a national information-sharing strategy.
- Recommending strategies for SDG indicator monitoring, including the remaining Tier II and III indicators.
- Designing national SDG policies, programs, and implementation strategies.
- Proposing joint capacity-building strategies across all stakeholder groups.
- Facilitating research and generating timely data for decision-making.
- Convening quarterly stakeholders' meetings

### 3.5.4 Inter-Agency Technical Working Group (IATWG)

At the apex of SDG coordination is the **Inter-Agency Technical Working Group (IATWG)**, established in 2016. The IATWG comprises key ministries, the Kenya National Bureau of Statistics (KNBS), the National Youth Council, civil society, and private sector representatives. Its core mandates are to:

- Spearhead SDG implementation across sectors.
- Ensure SDGs are mainstreamed into development planning documents (Vision 2030, MTP IV, and BETA).
- Track and report progress on SDG implementation.

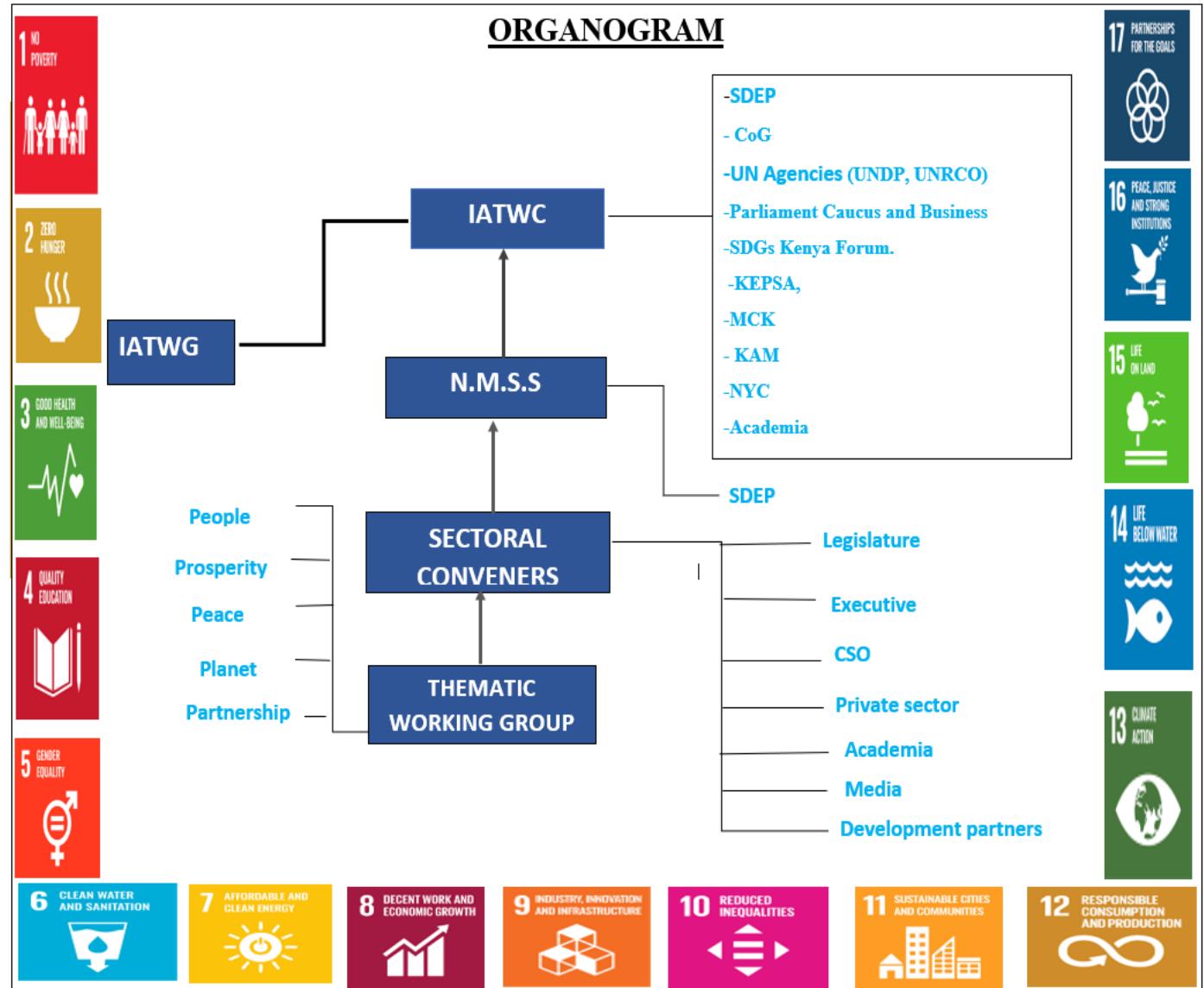
The IATWG operates as a **multi-stakeholder advisory body**, chaired by the Principal Secretary for Planning and co-chaired by representatives from civil society and the private sector. There is a renewed call for the IATWG to re-engineer its operations and re-invigorate its efforts to fast-track Kenya's progress towards the SDGs.

### 3.5.5 Methods of Engagement

To operationalize the structure, the framework adopts diverse engagement methods including:

- Thematic caucuses and roundtables.
- National and county-level stakeholder forums.
- Digital platforms and citizen-generated data initiatives.

- Public participation forums (barazas, town halls).
- Partnership agreements (MoUs and joint work plans).
- Information, Education, and Communication (IEC) materials, policy briefs, and SDG progress reports.
- Regular Voluntary National Reviews (VNRs) and Voluntary Local Reviews (VLRs).



### 3.6 Risk Management and Mitigation

This section identifies, classifies, and prioritizes key risks and outlines appropriate mitigation measures. It highlights strategic actions aimed at reducing the likelihood of identified risks and minimizing their potential impacts should they occur.

*Table 4: Risk Management and Mitigation Plan*

Areas of risks	Risks	Level	Mitigation measures
Monitoring and Evaluation (M&E)	Limited monitoring, evaluation and reporting	High	Enhance capacity to monitor, evaluate and report ; Review targets and indicators
Communication and Visibility	Low publicity and awareness among stakeholders and citizens	High	Produce and disseminate customized IEC materials; Leverage on relevant events, media partnerships, community radio, and digital platforms to enhance visibility.
Stakeholder Participation	Low or irregular participation and limited ownership by mapped stakeholders; Inadequate succession management; Duplication or fragmentation of stakeholder activities.	Moderate	Institutionalize stakeholder engagement framework; Harmonise annual workplans; Update and review stakeholder mapping regularly; Hold targeted engagement meetings with underrepresented actors; Formalize partnerships through MoUs and joint initiatives; Strengthen grassroot participation through county forums and community barazas.
Resource Mobilization	Over-reliance on development partner funding; Policy change in funding modalities; Shrinking fiscal space	High	Lobbying for increased budgetary allocation; Adopt innovative funding models; Prioritize activities; Leverage on existing partner activities

### 3.7 Knowledge Management, Communications and Visibility

For Kenya's multi-stakeholder engagement to deliver on its promise, it must move beyond convenings to creating a functional platform where knowledge and information is generated, shared and acted upon with good degree of consistency. Knowledge management, communications and visibility together

provide this function. They are not parallel activities but mutually reinforcing enablers that help operationalise the SEF.

Effective liaison and information sharing of the engagement framework rests on how well it harnesses knowledge from diverse sources. Currently, SDG implementation data, best practices and lessons often remain fragmented within institutions, limiting collective learning. The framework should therefore optimise a knowledge pathway where county monitoring, citizen-generated data, sectoral research and national SDGs-affiliated data are systematically captured by the SEF members, distilled into outreach products and redistributed to all stakeholders. This pathway ensures that knowledge is not locked at one level but continuously circulates, allowing stakeholders to adapt strategies in real time. By anchoring engagement on shared evidence, the framework seeks to reduce duplication, strengthen trust in national processes and ensure that decision-making reflects realities across the country.

For SEF, communications serves to ensure that knowledge is not siloed but is actively shared across institutions and actors. It ensures that evidence and lessons are made accessible to policymakers, development partners and communities, while also highlighting best practices that can be replicated. Communications facilitates co-learning by creating platforms where stakeholders exchange experiences and deepen their collective understanding of complex challenges. It also enhances awareness and uptake of the SDGs by translating technical insights into clear narratives that resonate with diverse audiences. Importantly, communications also showcases the products and actions of SEF, such as Annual reports, learning notes, multi-stakeholder forums outcomes and joint initiatives, so that progress is visible and accountability is strengthened. In this way, communications transforms knowledge into a shared and practical resource that drives alignment, synergy transparency and ownership across the SDG agenda. Through this connector role, communication transforms engagement from one-off consultations into continuous dialogue. This cycle creates credibility, shared ownership and a willingness to contribute resources and expertise.

Visibility is the reinforcer that sustains participation and demonstrates that engagement delivers tangible results. It is not about publicity but about ensuring that contributions are seen, valued and accountable. At the local level, community radio, county forums and grassroots networks should bring the SDGs to life by telling human-centred stories, highlighting innovations and celebrating champions whose work exemplifies progress. At the national level, government, civil society, private sector and partners should present results in a coordinated way that reinforces the SDGs as a shared national effort, drawing attention to best practices and lessons that can be replicated across sectors and counties. At the global level, Kenya's Voluntary National Reviews and their presentation at the UN General Assembly, the High-Level Political Forum and other platforms should deliberately showcase the country's best practices, implementation experience and emerging solutions. Visibility also adds meaning to data and metrics by humanizing them, placing statistics alongside real stories of change so that progress is not only measured but also felt. By linking community stories to national reporting and global platforms, visibility turns technical progress into compelling narratives of change, strengthens accountability and inspires further engagement.

The strength of the framework lies not in treating these three functions separately, but in aligning them as a single pathway:

1. Knowledge provides the evidence base and learning.
2. Communications convert this evidence into dialogue and shared understanding.
3. Visibility projects the results, creating accountability and sustaining momentum.

When this cycle is institutionalized, it builds trust, accountability, ensures inclusivity and embeds continuous learning into the SDG process. Knowledge without communication risks irrelevance. Communication without visibility risks low motivation. Visibility without credible knowledge risks tokenism. Only when the three reinforce each other does the framework achieve its purpose: to mobilize all stakeholders, channel their contributions into a coherent and performant stakeholders engagement framework.

## CHAPTER FOUR: RESOURCE REQUIREMENTS AND FUNDING MODALITIES

### 4.0 Overview

Successful implementation of the stakeholder engagement framework will depend on the availability of sufficient resources and effective resource mobilization strategies. This chapter presents the financial requirements and plans for implementing the framework over the five-year period.

### 4.1 Resource Requirements

#### 4.1.1 Financial Resources

Financial resources are critical for the successful implementation of the framework. Diversifying funding sources and establishing clear, transparent financial management systems are critical.

Implementation of the framework will require a resource envelope in excess of **Ksh. 555.2** million as outlined in Table 5.

*Table 5:Financial Resource Requirements*

Cost Item	Projected resource requirements (Ksh.Millions)					
	2026	2027	2028	2029	2030	Total
<b>KRA 1</b>	31.2	34.3	37.8	41.5	45.5	<b>190.3</b>
<b>KRA 2</b>	9.8	10.7	11.8	13.1	14.3	<b>59.7</b>
<b>KRA 3</b>	20.4	0.3	8.0	0.4	8.9	<b>38.0</b>
<b>KRA 4</b>	67.7	12.2	81.5	14.8	91.1	<b>267.2</b>
<b>Total</b>	<b>129.1</b>	<b>57.5</b>	<b>139.1</b>	<b>69.8</b>	<b>159.8</b>	<b>555.2</b>

#### 4.1.2 Human Resources

The IATWC will prioritize human capital by leveraging existing institutional capacities, in-kind contributions, and complementary partners rather than relying solely on additional budget allocations. Member institutions will continue to demonstrate commitment through active participation in meetings, technical discussions, and joint activities. This includes jointly supporting Secretariat functions, ensuring continuity, reducing duplication, and contributing to resource mobilization efforts. Skills-based volunteering, peer to peer learning and knowledge exchange will play a big role in bridging the human resource gap and upscaling the existing human capital. This will provide members with consistent technical support and access to shared expertise, enabling them to focus on leadership, coordination, and advancing the SDG agenda.

#### 4.1.3 Technological Resources

To effectively implement the Stakeholders Engagement Framework, technological resources will be required. These include integrated digital platforms for coordination, online dashboards for knowledge sharing, and virtual platforms for engagement to enhance efficiency. Knowledge-sharing webinars will

remain central to networking and exchange. These resource needs will be met by leveraging existing government ICT infrastructure and investing in innovative digital solutions to ensure real-time access to information, strengthen communication, and support evidence-based decision-making.

## **4.2 Financing Modalities**

### **4.2.1 Co-funding (Basket Funding)**

The IATWC will seek resources from bilateral, multilateral and philanthropic partners to support the implementation of the stakeholder engagement framework. Such contributions are anticipated to strengthen collaboration, enhance innovation and expand the reach of stakeholder engagement activities.

### **4.2.1 Donor Funding**

Donor funding will provide targeted support from bilateral, multilateral and philanthropic partners to finance priority activities in the stakeholder engagement framework. These contributions can fund specialized studies, technical assistance, policy research and capacity-building initiatives. By leveraging donor expertise and resources, the framework can implement innovative approaches and strengthen SDG reporting and coordination.

### **4.2.2 Blended Financing**

Blended financing will combine financial and non-financial contributions to meet funding gaps and enhance flexibility. Technical experts may be seconded to provide specialized support, volunteers can assist with outreach and community engagement, and private actors can sponsor events or platforms. Personal or institutional contributions will further strengthen activities, creating a diversified and resilient resource base for the framework's implementation.

## **4.3 Resource Management**

Resource management will enhance transparency, accountability, and value for money in implementing the Stakeholder Engagement Framework. Since the IATWC does not operate a consolidated fund account, partners will channel their financial and in-kind support directly to approved activities or implementing institutions. The IATWC, through the Secretariat, will coordinate planning and ensure that all contributions are aligned to the framework's priorities. Regular progress and financial reports will be prepared to promote accountability, track results, and strengthen coordination among partners.

## **CHAPTER FIVE: MONITORING, EVALUATION AND LEARNING**

To ensure that the framework remains a dynamic and result-driven process rather than a static compliance exercise, Monitoring, Evaluation, and Learning (MEL) has been designed that establishes the mechanisms to track progress, ensure accountability, and institutionalize continuous improvement through structured feedback.

Overall monitoring and evaluation of the implementation of the framework and documenting the successes and shortcomings, including the annual review process will be coordinated by the Inter-Agency Technical Working Committee (IATWC). For the IATWC to track its achievement, the framework has set objectives to be achieved, strategies and activities to be undertaken and key indicators to monitor its implementation. The Key performance Indicators (KPIs) are identified in the implementation matrix.

The IATWC will also undertake a comprehensive mid-term review during the third year of implementation of the framework. This review will evaluate the cumulative successes achieved by the framework by mid-point and focus on the remaining half period. The review will further assess whether the framework will be on track to attain its targets as set out in the matrix of implementation or there would be need to vary the targets accordingly specially to accommodate any emerging issues.

Data for monitoring and evaluation will be collected using a combination of quantitative and qualitative methods to ensure comprehensive and reliable performance information. Sources of data will include administrative records and stakeholder feedback. Monitoring and evaluation findings will be communicated through structured reporting mechanisms.

Learning will be mainstreamed throughout the implementation of the framework to ensure that data is not merely collected, but used to improve future performance. It will ensure that evidence and experience are systematically used to improve performance. Lessons learned, best practices, and evaluation findings will be documented, disseminated, and discussed through internal forums, reports, workshops, and knowledge-sharing platforms. This approach will strengthen institutional memory, support innovation, and promote adaptive management.

## Annex I: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	5-Year Target	Annual Targets					Budget in Ksh. (Millions)					Responsibility					
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support				
<b>KRA 1: Partnership and collaboration</b>																				
<b>Outcome: Strengthened and effective partnerships</b>																				
<b>Strategic Objective 1: To enhance partnerships</b>																				
1.1 Strengthen stakeholders' engagement	1. 1.1 Review stakeholders mapping	Stakeholder Mapping reviewed	Annual stakeholders mapping report	5	1	1	1	1	1	5.2	5.8	6.3	7.0	7.7	IATWC					
	1.1.2 Hold engagement meetings	Engagement meetings held	No. of quarterly meetings held	20	4	4	4	4	4	0.3	0.3	0.4	0.4	0.4	IATWC					
1.2 Establish formal partnerships	1.2.1 Develop and sign MOUs	MoUs developed and signed	No. of MoUs developed							0.3	0.3	0.4	0.4	0.5	IATWC					
			No. MoUs signed							-	-	-	-	-	IATWC					
<b>Strategic Objective 2: To strengthen coordination among stakeholders</b>																				
1.3 Enhance multi-stakeholders' synergy	1.3.1 Identify areas of synergy	Synergy matrix developed	Annual Synergy matrix	5	1	1	1	1	1	0.3	0.3	0.4	0.4	0.4	IATWC					
	1.3.2 Harmonize annual work plans	Annual work plans harmonized	Harmonized Annual work plans	5	1	1	1	1	1	2.6	2.9	3.2	3.5	3.8	IATWC					

Strategy	Key Activities	Expected Output	Output Indicators	5-Year Target	Annual Targets					Budget in Ksh. (Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
1.4 Strengthen stakeholder linkages	1.3.3 Hold quarterly meetings	Quarterly meetings held	No. of quarterly meetings held	20	4	4	4	4	4	1.2	1.3	1.4	1.6	1.7	IATWC	
	1.4.1 Undertake Knowledge and information sharing	Quarterly Knowledge and information sharing initiatives undertaken	No. of quarterly Knowledge and information sharing initiatives undertaken	20	4	4	4	4	4	12.8	14.1	15.5	17.0	18.7	IATWC	
	1.4.2 Develop IEC materials	IEC materials developed	No. of IEC materials developed (Annual Reports)	5	1	1	1	1	1	4.0	4.4	4.8	5.3	5.8	IATWC	
	1.4.3 Disseminate IEC materials	IEC materials disseminated	No. of IEC Materials disseminated (Annual reports)	5	1	1	1	1	1	4.5	4.9	5.4	5.9	6.5	IATWC	
<b>KRA 2: Capacity development</b>																
<b>Outcome: Improved competencies of stakeholders</b>																

Strategy	Key Activities	Expected Output	Output Indicators	5-Year Target	Annual Targets					Budget in Ksh. (Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Objective 3 : To enhance capacity of the stakeholders</b>																
2.1 Capacity needs assessment and prioritization	2.1.1 Undertake a capacity needs assessment	Capacity needs assessment undertaken	No. of Capacity needs assessment reports	2	1	-	-	1	-	1.5	1.6	1.8	2.0	2.2	IATWC	
	2.1.2 Conduct training on identified needs	Training on identified needs undertaken	No. of stakeholders trained (Annual Report)	5	1	1	1	1	1	8.0	8.8	9.7	10.7	11.7	IATWC	
	2.1.3 Develop training materials relevant to the needs assessment	Training materials relevant to the needs assessment developed	No. of training material developed (Annual Reports)	2	1	-	-	1	-	0.3	0.3	0.3	0.4	0.4	IATWC	
<b>KRA 3: Resource Mobilization</b>																
<b>Outcome: Increased financial and non-financial resources</b>																
<b>Strategic Objective 4: To diversify resources for implementation of Stakeholders Engagement Framework</b>																
3.1 Mobilize resources	3.1.1 Convene donor	donor round	No of biannual donor	10	2	2	2	2	2	0.3	0.3	0.4	0.4	0.4	IATWC	

Strategy	Key Activities	Expected Output	Output Indicators	5-Year Target	Annual Targets					Budget in Ksh. (Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	round tables	tables convened	round tables													
	3.1.2 Undertake resource gap analysis	Resource gap analysis undertaken	No. of resource gap analysis reports	1	1	-	-	-	-	7.5	-	-	-	-	IATWC	
	3.1.3 Develop resource mobilization strategy	Resource mobilization strategy developed	No of resource mobilization strategies							12.5	-	-	-	-	IATWC	
	3.1.4 Evaluate the resource mobilization strategy.	Resource mobilization strategy evaluated	Evaluation Report	2	-	-	1	1	-		7.7	-	8.5	IATWC		

#### KRA 4: Data Development and Management

Outcome: Evidence based decision making through high quality data

Strategic Objective 5: To strengthen data production, dissemination and use

4.1 Support data production	4.1.1 Undertake advocacy and awareness to support data	Advocacy and awareness creation undertaken	No. of advocacy and awareness creation sessions	5	1	1	1	1	1	18.2	-	20.1	-	22.1	IATWC	
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Strategy	Key Activities	Expected Output	Output Indicators	5-Year Target	Annual Targets					Budget in Ksh. (Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	production															
	4.1.2 Review mapped SDGs indicators/ Map out SDGs to key stakeholders	Mapped SDGs indicators reviewed	No. of SDG indicators reviewed (annual reports)	5	1	1	1	1	1	5.2	5.8	6.3	7.0	7.7	IATWC	
	4.1.3 Support capacity development of stakeholders on data management	Capacity development of stakeholders on data management undertaken	No. of Annual capacity development sessions	5	1	1	1	1	1	-	-	-	-	-	IATWC	
4.2 Strengthen data dissemination	4.2.1. Collaborate in the dissemination of guidelines on Citizen Generated Data (CGD) disseminated	Guidelines on Citizen Generated Data (CGD) disseminated	No of counties reached /Annual dissemination forums	47	10	10	10	10	7	12.1	-	13.3	-	14.7	IATWC	

Strategy	Key Activities	Expected Output	Output Indicators	5-Year Target	Annual Targets					Budget in Ksh. (Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	4.2.2 Support dissemination of SDGs reports, VNRs, VLRs among others	SDGs reports, VNRs, VLRs among others disseminated	No of counties reached/Annual dissemination forums	47	10	10	10	10	7	14.9	-	16.4	-	18.0	IATWC	
	4.2.3 Develop translated, popular and simplified version of SDGs	Customized versions of SDGs developed	No. of Customized versions of SDGs developed / Annual dissemination forums	5	1	1	1	1	1	11.3	-	12.5	-	13.7	IATWC	
4.3 Strengthen data use	4.3.1 Review/upgrade data management tools and dashboards	Data management tools and dashboards reviewed/ upgraded	No. of Data management tools and dashboards reviewed	5	1	1	1	1	1	5.8	6.4	7.1	7.8	8.6	IATWC	
	4.3.2 Undertake capacity building for	Capacity development of stakeholders on data	No. of annual capacity development	5	1	1	1	1	1	-	-	-	-	-	IATWC	

Strategy	Key Activities	Expected Output	Output Indicators	5-Year Target	Annual Targets					Budget in Ksh. (Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	stakeholders on data use	use undertaken	ent sessions													
	4.3.3 Development of a monitoring and Evaluation	M and E Framework developed	No. of frameworks	1	1	-	-	-	-	2.0	-	-	-	-	IATWC	
	4.3.4 Review and updating of the M&E framework	M&E framework reviewed and updated	Reviewed framework	2			1	1				5.8		6.0	IATWC	