STRATEGIC PLAN

2023 - 2027

SDGs KENYA FORUM

Coalition for Sustainable Development

STRATEGIC PLAN

(2023 – 2027)

MARCH, 2023

VISION

Kenya Positively Transformed for the People and the Planet

MISSION

To promote a participatory and accountable approach towards the implementation of SDGs in Kenya

APPROACH

Through advocacy and awareness creation, coordination, joint implementation, policy influencing, monitoring and reporting.

CORE VALUES

- Diversity and Inclusivity
- People-centered
- Transparency and Accountability
- Local Ownership
- Evidence-driven
- Collaboration and Partnerships
- Mutual Trust and Respect
- Innovativeness

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ACRONYMS

ADP	Annual Development Plan
BMGF	Bill and Melinda Gates Foundation
CGD	Citizen Generated Data
CIDP	County Integrated Development Plan
COVID – 19	Corona Virus Disease of 2019
CSOs	Civil Society Organizations
GBV	Gender-Based Violence
GE	Gender Equality
GKH	Gender Knowledge Hubs
GTWGs	Gender Technical Working Groups
GRB	Gender Responsive Budgeting
HLPF	High Level Political Forum
IATWG	Inter-Agency Technical Working Group
IT	Information Technology
ICT	Information Communication Technology
IEC	Information, Education and Communication
KEPSA	Kenya Private Sector Alliance
KEWOPA	Kenya Women Parliamentary Association
KNCCI	Kenya National Chambers of Commerce and Industries
KRAs	Key Result Areas
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTP	Medium Term Plan
NSO	National Statistical Office
PESTEL	Political, Economic, Social, Technological, Environmental
PR	Public Relations
SDGs	Sustainable Development Goals
SMART	Specific Measurable Realistic and Time Bound
SME	Small and Micro Enterprises
SPAS	Staff Performance Appraisal System
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Assessment
TUS	Time Use Survey
TWGs	Technical Working Groups
VNR	Voluntary National Reviews

ABOUT THE SDGs KENYA FORUM

The SDGs Kenya Forum was formed in 2015 and brings together diverse organizations working across the counties on the Sustainable Development Goals (SDGs). The Forum is a voluntary membership entity open to CSOs, academia, media, the Private Sector. Government Departments and UN Agencies who subscribe to the aspirations of the 2030 Agenda, particularly the Sustainable Development Goals. Its formation was informed by the need to influence multi-stakeholder policies and actions for the achievement of the SDGs in Kenya.

The implementation of the 2030 Agenda has not been as expected, globally. As a result, during the 74th United Nations General Assembly, world leaders adopted a political declaration of the Sustainable Development Goals aimed at gearing up for a decade of action and delivery for sustainable development.

Leaders expressed concern that progress towards the 2030 Agenda is slow in many areas. They pointed out that: Vulnerabilities are high; deprivations are becoming more entrenched; there is high risk of missing the poverty eradication target; hunger is on the rise; progress towards gender equality and the empowerment of all women and girls is too slow; inequalities in wealth, incomes and opportunities are increasing in and between countries; and biodiversity loss, environmental degradation, discharge of plastic litter into the oceans, climate change and increasing disaster risk continue at rates that bring potentially disastrous consequences for humanity.

Drawing upon this, leaders agreed to launch an ambitious and accelerated response to reach a common vision by 2030, and pledged to make the coming decade one of action and delivery. The Government, working in conjunction with the CSOs and the Private Sector will make this a reality. As such, the Forum expects to play a key role towards accelerating the

implementation of the SDGs in Kenya. Since its formation, the Forum has been an enabler to the achievement of the 17 Sustainable Development Goals.

In order to remain focused on the set path, the Forum has prepared its first Strategic Plan covering the period 2023 – 2027. The plan envisions a ***"Kenya Positively Transformed for the People and the Planet"*** by promoting a participatory and accountable approach towards the implementation of SDGs in Kenya through advocacy and awareness creation, coordination, joint implementation, policy influencing, monitoring, and reporting.

The environment within which the Forum operates remains dynamic with several realignments and changing priorities and preferences. The plan has been prepared amidst COVID – 19 Pandemic disruptions, when Kenya is geared towards the fourth Medium Term Plan (MTP IV), and with a new political administration. This plan is alive to this fact and as such, has proactively articulated SMART interventions to mitigate against any risk factors. The plan has also mapped Strengths, Weaknesses, Opportunities and Threats, and has proposed strategies to capitalize on the available opportunities. It is a product of extensive collaboration and comprehensive feedback from our internal and external stakeholders.

Through this plan, the Forum commits to continue to provide a platform for Civil Society Organizations (CSOs) in Kenya. In this undertaking, it will uphold the utmost degree of diversity and inclusivity, people-centeredness (customer focus), transparency and accountability, localization of strategies and interventions, formulation of evidence-based policies and strategies, strengthening of collaboration and partnerships, mutual trust and respect, and innovativeness. The Forum will maintain professionalism, and ensure harnessing of synergies with both internal and external stakeholders for the achievement of CSOs aspirations. Above all, the Forum will prudently and effectively utilize resources for greater impact.

The implementation of this strategic plan is the responsibility of not just the Forum' management, but also all of CSOs and other stakeholders.

Board Chairperson

PREFACE

The SDG's Kenya Forum is the main platform for promoting Civil Society Organizations' engagement in Kenya. This strategic plan, for the Forum, has been formulated in recognition of its importance as a Results-Based Management tool that ensures effective and efficient delivery of services, and that which provides direction towards a defined and shared vision with strategies on how to achieve the Forum's goals and aspirations. Further, it gives a road map for implementation of the Forum's priorities for the next five (5) years (2023 - 2027).

The Forum has identified key strategic issues that include the need to localize and domesticate SDGs for ownership and sustainability; gender equality; accountability; global and regional advocacy; and data, research and reporting. These will be founded on strengthened institutional frameworks (capacity building forum members, and the secretariat with regard to skills, human resource, technology, systems and structures to create a conducive and enabling environment for effective delivery); advocacy and awareness creation; and enhancing the Forum's brand and visibility as an accountability platform.

Development of this strategic plan called for dedicated effort and commitment. As such, I wish to express our gratitude and appreciation to all key stakeholders for their active and effective participation and involvement. Particularly, I recognize and acknowledge Forum staff, co-chairs and Forum members for their dedication, commitment and teamwork. I specifically thank them for mapping out the strategic direction for the Forum in order to effectively execute our mandate of influencing multi-stakeholder policies and actions for the achievement of the SDGs in Kenya.

Accordingly, I acknowledge the contribution of our key stakeholders towards the development of this plan. I also take note of the contribution of the consultant, Samuel Kimote, for his technical advice and support towards the development of this Plan.

To all those individuals and organizations, who in various ways, made contributions towards the strategic planning process, I say thank you and look forward to continued collaborations and support. I call upon all our stakeholders to continue supporting us towards the realization of this Strategic Plan.

Executive Director

EXECUTIVE SUMMARY

The SDGs Kenya Forum was formed in 2015 and brings together diverse Civil Society Organizations (CSOs) working across the 2030 Agenda. The Forum is a voluntary membership entity open to CSOs, academia, media and the private sector, who subscribe to the aspirations of the 2030 Agenda, particularly the Sustainable Development Goals. Its formation was informed by the need to influence multi-stakeholder policies and actions for the achievement of the SDGs in Kenya.

To date, the Forum has recorded key milestones, including: Increased localization of SDGs and ownership; creating awareness on SDGs in counties; co-chairing of the Inter-Agency Technical Committee; holding annual multi-stakeholder workshops, as well as community dialogues and youth forums to sensitize them on SDGs; forming director's forum and goal groups; mobilized resources for Forum's programmes (such as BMGF SDG 5 grant); coordinating CSOs contribution towards the 2017 and 2020 Kenya Voluntary National Reports (VNRs) and 2019 SDGs status report; undertaking researches on SDGs topical issues as well as conducting annual national an county budget analysis; supporting gender work in six (6) counties; putting in place a Gender Knowledge Hub with over 50 Women led organizations; and coordinating citizen generated data initiative, working with the Kenya National Bureau of Statistics, among others. The Forum also mobilized funds for SDGs related work.

In realizing these key milestones, the Forum has continued to work with over 350 CSO's and other stakeholders, including both the national and county governments.

Towards realization of set targets in this strategy, the Forum has undertaken an environmental scan to map out factors that may affect its operations. Based on the situation analysis, the Forum has identified two (2) overarching goals, namely: ***Accelerated SDGs implementation; and strengthened Forum as an accountability platform, able to hold the government to account.***

This will be realized through five (5) Key Result Areas, namely: ***Localization and Ownership of the 2030 Agenda; Gender Equality; Data, Research and Reporting; Accountability; and Global and Regional Advocacy.*** The Focus Areas will be founded on: ***People, Funding, Evidence, Leadership and Values.*** More efforts will be put towards resource mobilization for programmes and projects and ensure their prudent management; strengthening institutional frameworks (capacity building forum members, and building the capacity of the secretariat with regard to skills, human resource, technology, systems and structures, equipment and office space to create a conducive and enabling environment for effective delivery); and enhancing Forum's brand and visibility as an accountability platform.

As an advocacy platform, the Forum will work towards strengthening the ability of governments and CSOs to deliver on gender equality policy priorities; strengthening CSOs' collective advocacy impact through provision of technical support; build strong collaboration and partnerships with stakeholders; strengthen public participation mechanisms by making citizens aware of their roles and responsibilities towards implementation of SDGs; coordinate and build a strong platform for Civil Society

Organizations (CSO's) to engage with decision makers in the implementation of the SDGs.

Efforts will be put towards public expenditure tracking and participatory budgeting; holding the state accountable through third party monitoring; raising awareness of people's rights and entitlements; encouraging citizens to express voice during consultations; representing the poor in policy formulation at a local and national level; demanding transparency, accountability, and inclusive access to services; and engaging constructively to improve public services delivery.

In the recent past, partnership with the Kenya National Chambers of Commerce and Industries (KNCCI) and Kenya Private Sector Association (KEPSA) have proved crucial to the Forum. They have been a key link in identifying additional opportunities for women empowernment in the private sector. Such partnerships will be strengthened in the medium term. One important first step that must be undertaken is the mapping of all relevant stakeholders who have a stake in the 2030 Agenda. This is important in translating this strategy into action.

On data, the Forum will continue to strengthen collaborations and partnerships with other data producers and users for timely, exhaustive, quality and comprehensive Citizen Generated Data (CGD). It will also establish partnerships with other institutions dealing on data (such as IPFM, Equality Now, ICRW Kenya, Amref, TWAWEZA, Open Institute, academia, research institutions, the UN system, among others).

To remain focused on its core mandate, the Forum will identify and work with key partners at the county level. The Forum will undertake a strategic mapping of its members at the devolved level and designate a lead (among its members) as the ***County Focal Point (Faces of SDGs).*** The County Focal Point will synergize other members and also act as the go-between for ease of coordination and leadership. The Focal Points will be designated as advocates in driving the 2030 Agenda actions, building ambition, and solidifying county level will. The Focal points will represent the universal character of the SDGs, and will leverage and build bridges between their unique audiences, and work together to drive progress. They will coordinate and connect the voice and perspectives of communities with national policy-making.

To advance some of the policies at the international and regional levels, efforts will be made to ensure that the government also adheres and aligns its work to the regional platforms for engagement, visibility and knowledge exchange such as CEDAW, Maputo protocols, among others.

Our work will be beneficial to various stakeholders including: Members of the Kenyan gender advocacy community (CSOs, Gender Technical Working Groups, Gender Champions and smaller grassroots organizations), who benefit from the services offered by the Forum in support of wider collective advocacy and accountability efforts; gender champions and grassroots' organizations, who benefit from Women Empowerment Programmes and entrepreneurship capacity building offered by the Forum; and the Kenyan Public, who benefit from capacity building initiatives and sensitization forums on their roles and responsibilities as well as women, youths and girls that will be sensitized through the programme.

The Strategic Plan Implementation and Coordination Framework has been developed and describes how the Forum will implement this strategy. It brings to fore both human and financial resource requirements. On institutional framework, the Forum will be headed by an Executive Director. The Forum

will be headed by Executive Director. It will be organized into three (3) technical arms, namely: Programmes; Partnerships and Memberships; and Communication and Dissemination. The three (3) will be supported by Administration and Finance.

Implementation of the plan targets in the five (5) years will require **Kshs. 324.9 Million**, excluding personnel emolument.

To successfully implement the strategic plan, an adequate Performance Management System coupled with an electronic monitoring and evaluation system will be deployed. This will enable the Forum to measure performance against set standards and ensure effective implementation of the set goals and objectives. The process will involve preparation of annual individual work plans, linked to the plan objectives, strategies and activities as contained in the implementation matrix.

The Forum will conduct annual reviews of this Strategic Plan to examine the progress towards achieving the set targets. The reviews will be spearheaded internally. The review recommendations will improve the Strategic Plan implementation process. To gauge programmes and projects progress, the Forum will commission external mid-term (2025) and end-term (2027) evaluations and disseminate findings.

CHAPTER ONE

INTRODUCTION

1.0 OVERVIEW

This Chapter presents background information about the SDGs Kenya Forum, including its mandate and functions; regional, global and national challenges that relate to the Forum, as well as its role in Kenya's development process.

1.1 BACKGROUND

The Forum was formed in 2015 as a voluntary membership entity open to CSOs, academia, media and the private sector, who subscribe to the aspirations of the 2030 Agenda, particularly the Sustainable Development Goals. Currently, the Forum has brought together diverse members working across the counties on the Sustainable Development Goals.

1.2 MANDATE AND FUNCTIONS OF THE FORUM

The mandate of the Forum is to influence multi-stakeholder policies and actions for the achievement of the SDGs in Kenya.

The functions of the Forum include:

i. *Engagement with the national and sub-national government.*
ii. *Promote the use of data and evidence in the monitoring of the 2030 Agenda.*
iii. *Advocate for policies and legislations to strengthen policy, planning and budgeting, and implementation of sustainable development.*
iv. *Coordinating CSOs participation in Agenda 2030 Voluntary National Reviews and preparation of status reports.*
v. *Creating awareness among stakeholders on the SDGs through the leave no one behind campaigns.*
vi. *Work with a whole spectrum of stakeholders to drive accountability.*
vii. *Forging meaningful partnerships and collaboration with government, CSOs, academia, and the UN System towards the SDGs.*

1.3 GLOBAL, REGIONAL AND NATIONAL DEVELOPMENT CHALLENGES

Whereas globalization has increasingly reduced borders between countries, challenges are no longer localized but also globalized. The growing role of non-state actors is changing the political, security, economic, and social environments. The role of social movements, especially the 'networked' ones, has increased. They have been emboldened by the need to shape a new autonomy, to reclaim power and to shake the political scene, leading to social change. Currently, as Castells[iii] opines, the networked social movement appears now as an extended and successful idea, having migrated from screens and streets to a more direct engagement with institutionalized power.

The COVID - 19 has emerged as one of the greatest challenges facing the world today and threatening achievements made in the last decade. Owing to its existence, many non-state actors globally are at stake due to budget cuts and/or funding diversions. A global survey done on the effect of COVID – 19 on non-state involvement shows that 62% (on non-state actors) described continuing to operate as 'extremely challenging' in the circumstances. They reported not only battling lost revenue, but with other crucial sources of income at risk, disruptions in donor contributions; government subsidies on hold or delayed; and reduced access to capital from financial institutions due to economic shocks as reasons for this challenge.

According to the World Outlook Report of 2021, the recovery in small, economies is expected to be particularly weak as some travel restrictions will remain in place until the pandemic is brought under control. Kenya is not an exception. In the advent of COVID – 19 Pandemic, Kenya's economic growth contracted to 0.6% in 2020 compared to 5.4% recorded in 2019. However, the economic outlook remains promising with Real Gross Domestic Product GDP) is estimated to have grown by 7.5% in 2021 compared to a contraction of 0.3 per cent in 2020. Kenya's economy is expected to expand by 5.8% in 2023, a slower pace than the previously forecast 6.1% because of lower growth in the agricultural sector.

The COVID – 19 has been an impediment to a number of programmes and projects as well as activities that are supposed to accelerate the implementation of the SDGs as well as support the Forum as a meaningful accountability platform. The implementation of all the SDGs been affected by the pandemic. Additionally, a number of efforts that had already been put and strides made in realizing key milestones had fallen back as a result of the pandemic.

Even though much has been realized since the 1980's in Kenya as related to non-state actors, recently, shrinking CSOs space at national and regional level due to failure of states to guarantee, encourage and respect the freedom of assembly and freedom of association has been a point of concern. Like any other development initiative, the SDGs Kenya Forum programmes at both levels of government may likely attract a certain amount of skepticism.

An enabling environment for implementation of gender equality programmes does not exist due to the disjointed nature of operations amongst CSO's and key government stakeholders in implementing the gender equality principles. It should however, be noted that the Forum is a member of the GBV Gender Sector Working

iii Networks of Outrage and Hope: Social Movements in the Internet Age. 2nd edition. Manuel Castells. Polity. 2015

Group and should put more efforts towards establishing a firm footing in the other four (4) pillars especially on the social and financial inclusion to advance its women economic empowernment initiatives. Further to this, the initial stages of implementing this strategy will coincide with the formative stages of the current political administration. This calls for the Forum to remain focused and establish strategic partnerships with technical experts in key government departments. This will ensure continuity in the advent of political leadership change. The Forum will also embrace adaptive programming in order to address issues of transition.

1.4 FORUM'S ROLE IN KENYA'S DEVELOPMENT

The Forum will play a key role to ensure Kenya attains the SDGs. This owes to the fact that the SDGs, being considerably larger than the MDGs, implies that coordination of implementation, assessing progress towards their achievement and reporting will rely on an even more elaborate system of measurement. This, therefore, calls for an increase in disaggregated data both in quantity and quality. So far, the Government of Kenya is only able to gauge progress on only 136 indicators. This means that the Government alone cannot provide adequate data to measure the progress of all 234 indicators. The Forum will play a key role in facilitating CGD initiatives, working in collaboration with other key data producers and users to, as much as possible, bridge the gap.

The Forum will continue to work towards accelerating the 17 SDGs implementation. These will be achieved through, increased localization and ownership, advocating for the SDGs in various Technical Working Groups (TWGs), working with state actors to formulate and implement policies that advance women's economic empowerment; by strengthening the ability of governments and CSOs to deliver on gender equality policy priorities; by strengthening CSOs' collective advocacy impact; and by improving capacity to produce and use data.

Furthermore, it will strengthen the gender ecosystem in Kenya by supporting the ability of governments and CSOs to deliver on gender equality policy priorities; support Women Economic Empowerment as a tool to alleviate women from poverty and bridge gender gap; improve gender data for SDG5 and related gender data advocacy/use to enhance tracking and reporting on SDG5 and related indicators; build strong collaboration and partnerships with stakeholders; strengthen public participation mechanisms by making citizens aware of their roles and responsibilities; coordinate and build a strong platform for Civil Society Organizations (CSO's) to engage with decision makers in the implementation of SDG 5.

Lessons learnt while implementing the MDGs (2000 - 2015) indicate that it is not enough to acknowledge inability or ability to attain set targets but call for deepening dialogue, candid actions and bold steps on resource mobilization, allocation and utilization geared towards the identified initiatives. The lessons have so far formed the foundation for the SDGs implementation and are a key hinge if any meaningful dent on development challenges is to be made. More importantly, efforts should be made to include a renegotiation of the roles and relationships between national, county governments, between government and development partners, members of legislative assemblies (national and county) and between state and non-state actors among others. Therefore, strong partnerships and collaboration amongst stakeholders is critical in the successful implementation of the SDGs.

A strong collaboration will ensure creation of synergies which are necessary in implementation of the SDGs. Given the universality of the SDGs, it is critical that all relevant stakeholders are involved in the implementation of the SDGs at the national and county levels in Kenya. The Forum, as a platform, brings to the table the contribution of non-state actors in the SDGs process.

1.5 RATIONALE FOR PREPARING THE STRATEGIC PLAN

The Forum having been established in 2015, requires the Strategic Plan for strategic direction on its immediate and future prospects in the next five years. This Strategic Plan is a demonstration of the Forum's commitment to fulfilling its mandate through mapping out of key partners and resources required for successful implementation of the SDGs.

This Strategic Plan for the Forum aims to provide a strategic direction that will enable it to achieve optimal performance. The plan also seeks to re-position the Forum to respond to new challenges and opportunities. Specifically, the Strategic Plan covering the period 2023 – 2027 has been developed to:

i. Align the work of the Forum with global, regional and national policy frameworks.
ii. Strengthen the Forum's capacity for service delivery.
iii. Provide a framework for mobilizing resources towards achievement of the Forum's mandate.
iv. Provide a framework for monitoring and evaluation of the performance of the Forum.
v. Communicate the Forum's Vision to stakeholders

1.6 METHODOLOGY OF PREPARING THE STRATEGIC PLAN

The preparation of the Strategic Plan commenced with the appointment of a Focal Person. The Focal Person provided overall guidance during the planning process. Together with the consultant, existing legal and policy documents were reviewed that provided the context for preparing the Plan, and conducted stakeholders' consultations, both internal and external. The draft plan was subjected to intensive internal and external stakeholders' engagements where input and consensus on the Strategic Plan was sought, before its adoption and approval.

CHAPTER TWO

SITUATION ANALYSIS

2.0 OVERVIEW

This chapter presents key milestones and challenges faced by the Forum including an assessment of its operating environment using SWOT and PESTEL tools. Stakeholders' analysis is undertaken to identify interests, relationships and expectations of respective stakeholders. These analyses formed the basis for the formulation of Key Result Areas (KRAs), objectives and strategies.

2.1 REVIEW OF PAST PERFORMANCE

The Forum has no previous plan to review. However, since its formation in 2015, it has made several strides and learnt a few lessons, despite the challenges faced. Details of these follow below.

2.1.1 Key Achievements

i. Election of the Forum as co-chair of the Inter-Agency Technical Committee (IATC).
ii. Increased localization of SDGs and ownership - Created awareness on SDGs in counties and held community dialogues and youth forums to sensitize them on SDGs.
iii. Formed director's Forum and Goal groups.
iv. Coordinated CSOs contribution towards the 2017 and 2020 Kenya Voluntary National Reports (VNRs) and 2019 SDGs status report.
v. Held multi-stakeholder workshops.
vi. Undertook researches on SDGs topical issues (, conducted annual national budget analysis and generated socio-economic data.
vii. Supported gender work in six (6) counties.
viii. Created awareness on SDGs in counties.
ix. Grew Forum Membership to over 350 Forum Members.
x. Put in place a Gender Hub with over 50 Women led organizations.
xi. Coordinated citizen generated data initiative, working with the Kenya National Bureau of Statistics.

2.1.2 Lessons Learnt

i. *Being a voluntary membership organization, goodwill from member organizations coupled with strong partnership with other Key stakeholders (government, Private Sector, Development Partners, Media, and Academia etc) is key in the success of its programmes.*
ii. *Support and direction of co-chairs of the Forum is essential.*
iii. *Active participation in various TWGs affords the Forum the much needed visibility.*
iv. *Adequate funding will ensure success implementation of programmes. It will also afford the Forum leeway to expand its scope from coordination and support to actual implementation of key programmes.*
v. *Citizen engagement and participation is key in holding the government accountable through objective reporting.*
vi. *Successful implementation of the SDGs will require desegregated data as well as proper anchoring of the Forum and putting in place supportive policies, structures and systems.*
vii. *Creating value for members and providing more partnership opportunities will go a long way growing the Forum membership.*

2.2 ENVIRONMENTAL SCAN

2.2.1 SWOT Analysis

TABLE 2-1: ENVIRONMENT ANALYSIS

STRENGTHS	WEAKNESSES
i. Committed and dedicated Forum Board and staff members ii. Committed co-chairs iii. Strong partnerships with Government, CSOs, Private sector and academia iv. Strong collaboration mechanisms with both national and county governments v. An inclusive membership platform on 2030 agenda for Sustainable Development Goals (SDGs) that provides space for structured and coordinated Civil Society Organizations (CSOs). vi. Proper understanding of Kenya's socio-economic space vii. Existing structure at the county and national government	i. Inadequate staffing levels ii. Inadequate funding iii. Weak automation iv. Lack of a Risk Management Framework v. Inadequate legal and policy framework vi. Lack of a communication strategy vii. Weak feedback mechanism

OPPORTUNITIES	THREATS
i. Good will from member organizations ii. Co-chair of the SDGs Inter-Agency Technical Committee iii. Existence of Strategic MoUs with various organizations iv. Existence of Director's Forum and Goal groups v. Existence of citizen generated data initiatives vi. Citizen willingness to engage on SDGs vii. Existence of many CSOs operating in Kenya for which the Forum can tap as potential members viii. Renewed impetus towards SDGs implementation and reporting (owing the decade of action call) ix. Voice of CSO x. Leverage existing structures at the county and national government	i. Diminished donor support, partly due to the effects of COVID – 19. ii. Inadequate disaggregated data. iii. Unpredictable donor support iv. Shrinking CSOs space

2.2.2 PESTELE Analysis

This section presents the effect of major Political, Economic, Social, Technological, Environmental, Legal and Ethical factors on the operations of the Forum.

TABLE 2-2: PESTELE ANALYSIS

CATEGORY	ISSUE	DESCRIPTION
Political	Goodwill	The Forum has continued to enjoy goodwill from different stakeholders – both state and non-state actors Goodwill influences implementation of programmes and projects. In the medium term, the Forum will continue to leverage the existing goodwill to influence policies and actions for the achievement of the SDGs in Kenya. The SDGs Kenya Forum will engage national and county governments to translate commitments from paper to concrete actions. The first year of the Strategic Plan will coincide with first year of the current political administration. As such, the Forum will remain focused and establish strategic partnerships with technical experts in key government departments. This will ensure continuity in the advent of political leadership change. The Forum will also embrace adaptive programming in order to address issues of transition
	Political Stability	The country is experiencing Political stability hence a favourable environment. However, political instabilities may affect the manner in which the Forum delivers its mandate.
	Devolution	Under the Fourth Schedule, Part II, county governments are in charge of 14 key functions. An analysis of these functions shows that more than 50% of the 2030 Agenda is happening at the county level. Collaboration and partnership with the devolved units is crucial for investments. The Forum will work closely with the CoG and County Governments on the implementation of the 2030 Agenda aspirations. The SDGs Kenya Forum programmes at both levels of government may likely attract a certain amount of skepticism. In the medium term, the Forum will use strategic communication to reach out to various stakeholders at both the national and county levels.

CATEGORY	ISSUE	DESCRIPTION
Economic	Constrained Financial resources	The Forum is totally reliant on donor support for its resources. Hence, slowdown in global, regional and local economies is likely to affect Forum resources. In the medium term, the Forum will continue to mobilize financial resources from various sources. The Forum will also evaluate the value proposition for members as well as map and engage local philanthropists.
	Macroeconomic stability	Stable macroeconomic environment provides opportunity for sustainable growth. The country is currently experiencing increase in prices of basic commodities. This coupled with unpredictable fluctuations of inflation rates, interest rates and exchange rates, increases the cost of living.
Social	Increased awareness	There has been increased awareness among Kenyans on government services. This enhances project ownership and hence their sustainability. As an accountability platform, the forum will create awareness among Kenyans on how to monitor the implementation of programmes and projects. Together with its members, the forum will prepare both financial and non-financial reports for stakeholder consumption. The Forum will also undertake advocacy and sensitization campaigns targeted to all population cohorts, in addition to engaging the media through provision of timely and accurate information for objectiveness in reporting
	Changing trends in information dissemination	The advent of COVID – 19 has come with changing trends in use and dissemination of information to various stakeholders. The Forum will leverage innovation for wider reach while disseminating key milestones.
Technological	Advancement in technology	Rapid technological change has rendered existing ICT infrastructure obsolete. This necessitates continuous replacement. Demand for technology based-services calls for increased automation. The Forum will automate most of the its services for enhanced brand visibility and also for improved timely feedback provision
	Growth in social media platforms	Growth in use of social media platforms amongst stakeholders offers the Forum an opportunity for disseminating information meant for improving visibility of the programmes and projects. The Forum will regularly update its website and social-media platforms to ensure accurate reporting on programmes and projects

CATEGORY	ISSUE	DESCRIPTION
Environmental	Threat of Climate change	Women and girls are the silent victims of disasters. Weather vagaries as a result of climate change have a huge impact on the country's resilience. Flooding, drought and vulnerable communities will hinder the realization of the SDGs' aspirations.
Legal	Legislative framework	The Forums' legal framework will be reviewed to streamline operations and also for proper anchoring
Ethical	Increased vulnerability	The vulnerable are the key customers of the Forum. As such, the Forum will ensure inclusivity in the implementation of its programs. Social accountability will ensure that No One is Left Behind

2.3 STAKEHOLDER ANALYSIS

An analysis of the stakeholders is undertaken to clearly outline their roles/functions; their expectations from the Forum; what the Forum should do to meet their expectations; and what the stakeholders should do to assist the Forum realize its mandate.

TABLE 2-3: STAKEHOLDER ANALYSIS

STAKEHOLDER	STAKEHOLDER EXPECTATIONS	FORUM EXPECTATIONS
Forum members	Timely reporting Proper prioritization of funding needs Implementation of programmes and projects that shows value for money and for being part of the forum Policy direction Support in resource mobilization Technical support Mainstream policies and strategies into the Forum's operations Timely feedback Up-to date information Feasible recommendation for implementation Capacity building opportunities Provision of information updates - from international bodies and Government on SDG implementation Adequate representation within the inter-agency technical working committee **Create more spaces for CSOs to collaborate and engage with each other.** **Provide more support to Goal groups** **Explore more fundraising opportunities for SDGs implementation** **More grassroots support and partner implementation - Partnerships with likeminded organizations to advance development** **Advocacy of the SDGs**	**Support in resource mobilization** **Technical support** **Create awareness about the Forum among stakeholders (in their spaces)** **Timely reporting and submission** **Prudent utilization of funds** **Proper prioritization of funding needs** **Localization of the 2030 Agenda** **Active participation in Forum activities** **Timely payment of subscription fee** **Objectiveness**

STAKEHOLDER	STAKEHOLDER EXPECTATIONS	FORUM EXPECTATIONS
Forum Staff	Commensurate and fair remuneration Meritocracy Supportive policies Sustainability of the Forum Career progression and development Conducive working environment Focused leadership	Confidentiality Productivity, professionalism and teamwork Compliance with policies Accountability and transparency
General public	Create awareness about the Forum, its impact and level of participation Involvement in the Forum's programmes and projects Capacity building opportunities	Active participation in the Forum's programmes and projects Objective feedback Participatory monitoring and evaluation of programmes and projects
Service providers	Fair and transparent tendering processes Timely payment Compliance with policies	Timely and quality products and services Compliance with policies Confidentiality

From this analysis, Forum members, staff and the general public qualify as primary stakeholders and must be fully engaged.

CHAPTER THREE

STRATEGIC MODEL

3.0 OVERVIEW

This chapter presents areas of focus for the Forum in the period 2023-2027. These areas of focus themed Key Result Areas (KRAs) have broad strategic objectives which the Forum commits itself to accomplish in the long term.

3.1 VISION, MISSION AND CORE VALUES

VISION

Kenya Positively Transformed for the People and the Planet

MISSION

To promote a participatory and accountable approach towards the implementation of SDGs in Kenya through advocacy and awareness creation, coordination, joint implementation, policy influencing, monitoring and reporting.

CORE VALUES

1. **Diversity and Inclusivity:** We will strive to recognize diverse skills and areas of operations to foster inclusive communities.
2. **People-centred:** Customer focus will be a key hinge in the Forum's operations. The Forum will focus all its efforts towards the primary beneficiaries of its interventions.
3. **Local Ownership:** The Forum will endeavour to localize and contextualize its interventions and strategies. It will ensure that development is grounded on peoples' needs.

4. **Evidence-driven:** All Forum priorities will be driven by facts, while policies will be formulated on a need-basis, drawing from existing data/information.
5. **Mutual Trust and Respect:** The Forum members and staff will cordially relate for smooth operations.
6. **Innovativeness:** The Forum will embrace a new way of doing things based on tried and tested best practices. It will also inculcate the need to innovate among its staff and members.
7. **Accountability and Transparency:** We will conduct business in an open manner, upholding high levels of uprightness
8. **Teamwork:** We will endeavour to engage both our internal and external customers rationally and genuinely in an attempt to find common direction that will enhance trust, ownership and smooth operations.
9. **Partnerships and Collaboration:** We will partner and network with our stakeholders in order to harness synergies for greater impact.

3.2 KEY RESULT AREAS, STRATEGIC OBJECTIVES AND STRATEGIES

Towards realization of set targets in this strategy, the Forum has undertaken an environmental scan to map out success factors. Based on the situation analysis, the Forum has identified two (2) overarching goals, namely: ***Accelerated SDGs implementation; and strengthened Forum as an accountability platform, able to hold the government to account.***

This will be realized through five (5) Key Result Areas, namely: ***Localization and Ownership of the 2030 Agenda; Gender Equality; Data, Research and Reporting; and Accountability; Global, Regional and National Advocacy.***

The Focus Areas will be founded on: ***People, Funding, Evidence, Leadership and Values.*** More efforts will be put towards resource mobilization for programmes and projects and ensure their prudent management; strengthening institutional frameworks (capacity building forum members, and building the capacity of the secretariat with regard to skills, human resource, technology, systems and structures, equipment and office space to create a conducive and enabling environment for effective delivery); and enhancing Forum's brand and visibility as an accountability platform.

3.2.1 Key Result Area 1 – Localization and Ownership

Objective: To strengthen the domestication of the SDGs at the national and county levels in order to align with the existing development contexts.

The SDGs comprise a global development agenda, which should not be seen as a one-size fits all for responding to the development needs of all countries given the differences in political, economic, and social-demographic dynamics. This means that every country would need to localize the SDGs at the national and/or sub-national levels to fit the existing development contexts of these areas.

One of the aims of localization is to 'put the last first' and to ensure that areas of relative deprivation are targeted when implementing

the SDGs at the local level. To represent the interests of the poorest and most marginalized members of society at the local level, the Forum, through its members, will play a critical role of: Listening to people and be aware of what is happening in their respective areas of operation; translating the voices of the poorest and most marginalized citizens into rational or strong arguments that are acknowledged and addressed by policy makers; developing relationships or partnerships with the county governments, and in particular, identify departments, actors or institutions that need to respond in order to remedy problems; use human rights as a lens of analysis – adopting a human rights based approach will enable the identification of groups of people whose rights have been violated, neglected or overlooked in development processes; identifying, engaging with and learning from other CSOs that interact with these groups; and playing a critical role as transformers in society by being involved in training and advocacy processes, which build the capacities and knowledge of the general populace towards achieving the SDGs. This will ensure that people become the focus of the SDGs and that the most vulnerable in society are not left behind when these global development goals are localized.

Kenya has a devolved system of governance and the SDGs would need to be localized and mainstreamed in all national and 47 counties' planning and budgeting processes. It should be noted that with the devolved system of government, a total of 14 functions were transferred, translating to more than 50 percent of the 2030 Agenda to the county governments.

Kenya's devolved system of governance provides an easy platform and framework for mainstreaming and localization of SDGs. Once SDGs are mainstreamed in these planning and budgeting processes, especially through the County Integrated Development Plans, action plans for tracking, monitoring and accelerating implementation, through the involvement of relevant stakeholders are also developed. Mainstreaming the SDGs in MTPs and CIDPs ensures implementation projects and programmes geared towards the achievement of the 2030 Agenda. This also helps in ensuring allocation of adequate funds to the SDGs, by focusing on the Annual Development Plans, and ensuring that annual county budgets factor in those development targets.

This calls for continued engagement on capacity building for localization, coupled with more conversation and engagement amongst stakeholders at the county level. It is imperative to raise proper and full awareness among national and county government officials; amongst the population including the ordinary local citizens, as well as among CSOs, the academia, the private sector and other stakeholders. This will be coupled with the development and implementation of a clear communication strategy that leverages traditional and modern communication methods and disseminates targeted and simplified messages to educate the population about the SDGs. Awareness creation is the link that connects the local populations to global SDG strategies.

The progress towards the 2030 Agenda has been slow in many areas. Globally, regionally and nationally, vulnerabilities are high; deprivations are becoming more entrenched; there is high risk of missing the poverty eradication target; hunger is on the rise; progress towards gender equality and the empowerment of all women and girls is too slow; inequalities in wealth, incomes and opportunities are increasing in and between countries; and biodiversity loss, environmental degradation, discharge of plastic litter into the oceans, climate change and increasing disaster risk continue at rates that bring potentially disastrous consequences for humanity. To address this challenges, it calls for the launch of an ambitious and accelerated

response to reach a common vision by 2030. As such, the Forum will design and implement Leave No One Behind and other Decade of Action initiatives.

For proper integration and entrenchment, the Forum will push for the expansion of the IATWG to include more private sector representatives. The Forum will also pursue strong collaboration with the SDGs liaison Unit (CoG) and with the SDGs Champions at the county level. It will also explore the establishment of a coordination framework comprising of county executive committee members, chief officers, sector department leads, civil society and private sector, at that level.

The Forum will encourage its members to engage with the various County Budget and Economic Forums (possibly as members) to provide a means for consultation on the preparation of county plans and budgets. This Forum also discusses matters related to budgeting, the economy and financial management at the county level.

As an accountability platform, the Forum will undertake a study on those that are likely to left behind in eight (8) counties and carryout county community sensitizations on LNOB principles.

Past experience has shown that informed legislative arm of government is key in advocating for encompassing policies, plans and budgets. Going forward, there is need to build the capacity of the County Assemblies and the Executive on SDGs.

For effectiveness in awareness creation and advocacy, the Forum will develop and implement a CSO advocacy strategy as well as finding cost-effective ways to work with the media to execute Forum advocacy strategies. Strategies to actualize this KRA are as presented below.

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES
Localization and ownership	**To strengthen the domestication of the SDGs at the national and county levels to align with the existing development contexts**	**Mainstream SDGs into national and county policies, plans and budgets** **Support the preparation and implementation of national SDGs acceleration framework** **Strengthen stakeholder engagement frameworks - Growing and strengthening partnerships with both state and non-state actors** **Advocacy, capacity building and awareness creation**

3.2.2 Key Result Area 2 – Gender Equality

Objective: To enhance gender equality and women empowerment in Kenya.

Women and girls make up over 50% of Kenya's population and bolsters the rights-based argument for gender equality, women and girl's empowerment in the country's development policy, planning and budgetary processes. As a country, we cannot develop sustainably if we leave half the population

behind. Hence, the Forum will work towards breaking down the legal, economic and social barriers and alleviating bottlenecks holding girls and women back.

Existing evidence shows that global economic growth, peace, stability, and security are impossible if we leave half the world's population behind. Empowering women and girls is proven to lead to beneficial development outcomes, from improved health and education for families to increased job opportunities for communities, to national, regional, and international stability and security. When women rise out of poverty, they are more likely to invest in the health and education of their children, taking their families, communities, and even whole countries with them.

Importantly, the realization of the overall goals and objectives of this strategy will go a long way in affording women and girls the opportunity to move from limited power, voice, and choice at home, in decision making and in the economic sphere to having the skills, resources, and opportunities needed to compete equitably as well as to control and benefit from economic gains, thereby increasing and reinforcing their agency.

Since the promulgation of the 2010 Constitution, the country has made strides in enhancing gender equality and women's empowerment. Over the past decade, legislative and policy reform has established a basis for gender equality across all sectors at national level. The Government has invested equally in creating supportive legal, policy and institutional frameworks. As well, the implementation of devolution (of government authority, resources, and functions) has established a basis for community-responsive development and opened new opportunities for women's engagement in leadership and decision-making at the county level. At the county level, legal and policy frameworks are wanting, presenting an opportunity for the Forum to support their development.

Despite Kenya's progressive policy and legal frameworks, and governance structures, men participate more in the labour force, they earn more than women, and they have greater opportunities to participate in the formal economy and political sphere. These disparities are due in part to unequal gender norms, which are reflected in the social, economic, and political institutions (formal and informal) that shape how women and girls experience gender bias and discrimination throughout their lives. Women tend to be poorer than men and have less access to the capital and assets necessary for livelihoods, despite, for example, contributing the bulk of farm labour. Although there is near gender parity in elementary education, differences persist in educational attainment across regions, including in higher education, especially in science, technology, engineering, and math (STEM). Acute health risks for women and girls include teen pregnancies, HIV and AIDS, and GBV (including FGM).

The Government of Kenya has committed to the implementation of the International Labour Organization (ILO) Convention 190 on elimination of Gender-Based Violence and Harassment in the world of work by 2026, in close partnership with the private sector; and to end FGM by 2022. Towards this, Kenya committed to increase resource allocation, sustaining the current allocation towards gender-responsiveness, setting up co-financing models to create a pathway towards gender-responsive; establishing a survivors' fund and research fund for GBV prevention and response; developing an accountability framework for tracking expenditure on the allocated resources for ending all forms of GBV and FGM; developing an indicator in the government performance contracting

framework to track duty-bearers accountability on enforcement and implementation of GBV laws and policies by 202; incorporating GBV prevention and response service provision in the essential minimum package of the Universal Health Coverage UHC by 2022; scaling up the national police service integrated response to GBV; and establishing Gender-Based Violence Recovery Centres and shelters in all 47 counties by 2026.

However, an analysis of 2021/22 and 2022/23 national and county budgets by the Forum shows that the government's commitment has been below expectation. Further, an analysis of county level resource allocation in 2018 by UNICEF shows that 13 counties do not have any budget allocated for gender-related matters and that most counties only allocate under 5 to 7% of their budget to gender activities. In the medium term, the Forum will analyze national and county budgets and advocate for more gender equality-related allocations. It will also sensitize state and non-state actors on gender-based budgeting.

In the plan period, the Forum will support mainstreaming of gender equality into the MTP IV and Sector Plans at national level and 3rd generation CIDPs and ADPs at county level. It will also support the development of gender mainstreaming policies and their implementation frameworks in eight (8) counties/. Strategies to actualize this KRA are as presented below.

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES
Gender Equality	**To enhance gender equality and women empowerment in Kenya**	**Influence and support the development, adoption, approval and implementation of gender policies, GEF commitments and WEE initiatives** **Mainstream gender into development agenda and policy priorities (MTP IV, CIDPs, ADPs, Sectoral Plans, budgets)** **Strengthen existing gender equality institutional frameworks (e.g. GSWGs, gender champions, Women opinion leaders, young females, gender knowledge hub etc)**

3.2.3 Key Result Area 3 – Data, Research and SDGs Reporting

Objective: To increase access to timely, accurate and disaggregated data for evidence-based decision making and quality reporting.

Data inadequacy has been pointed out as a key challenge in the implementation of the 2030 Agenda. In an effort to remedy this, the High-Level Panel of Eminent Persons on the Post-2015 Agenda in 2020 called for a 'data revolution'. To the Panel, data collection systems should be low-cost and reliable, and they should ultimately ensure that data are accurate, timely and immediately

available to policymakers, the public and CSOs[iv]. The revolution needs to be an inclusive and transparent process that includes statistical experts, CSOs, national human rights institutions, service providers and marginalized populations. Furthermore, data should be disaggregated, should focus on the local level and be crowd-based to capture statistics about the poorest, vulnerable and marginalized citizens of society.

In the Kenyan context, this should be addressed by focusing on three (3) Thematic Areas. ***First,*** addressing data gaps by: Presenting the current situation for Kenya to produce SDG indicators and highlight data gaps; highlight opportunities to strengthen census and survey regimes; presenting opportunities to further develop the administrative data system with a view to ensuring harmonization, comparability, and quality of data; exploring possibilities for using new data/ technology to address identified data gaps and engage new actors; determining how alignment with national and regional agendas will impact data collection and indicator production and reporting. ***Secondly,*** encouraging data use by having open dialogues with key users on how data/ statistics produced can better meet their needs; identifying ways to harness the opportunity of the momentum around data for the SDGs to strengthen the sharing, accessibility and presentation of data; and raising the profile of data production and use with key stakeholders including policymakers to encourage the use of improved data for evidence-based decision-making and accountability. ***Thirdly,*** strengthening the data ecosystem by solidifying the multi-stakeholder approach to achieving and measuring the SDGs, and create new data communities; identifying and discussing solutions to major funding gaps; identifying solutions to major capacity gaps; providing an opportunity for peer-to-peer learning in the SDG indicator production process.

Towards this, the Forum will work towards influencing gender data collection policies. Strong collaboration and partnerships will ensure that the National Statistical Office (NSO), together with other data producers and users, put more efforts towards producing timely, accurate, exhaustive, quality and comprehensive data that is core to orientating every policy dialogue to ensure gender issues are well articulated. Investments towards gender equality will require updated data for proper understanding of the situation as well ensuring ***No One Is Left Behind.*** CGD presents a great potential to supply information aimed to target specific population groups, focus on priority sectors and areas for policy making and more effective programme implementation. The partnership with KNBS will instil ownership by state and have the data complement official statistics for objective reporting. The adoption of the Kenya Statistical Quality Assurance Framework (KSQAF) will guide production and adoption of CGD.

The Forum will facilitate the development of Civil Society Organizations contribution towards the Voluntary National Reports for Kenya as well as prepare a 'shadow' report alongside the government one as well as county specific VNRs. For inclusivity, the Forum will repackage existing data for consumption by different stakeholders, strengthen capacity for big data analytics, and establish partnership with other institutions dealing on data (such IPFM, UNICEF, UNWOMEN, GPSDD, among others).

For further CSOs perspective, the Forum will synthesize VNRs from presenting countries (during HLPF) and other country reports to

iv Sustainable Development Solutions Network, 2015

consolidate feasible recommendations, best practices, innovative and sustainable solutions, and disseminate to policy makers and other stakeholders. For effectiveness in reporting, the Forum will capacity build its members on data, research and reporting.

The reports will provide systemic analysis for the current state of implementation; policy nexuses that help reframing the nature and interconnection of development challenges, key proposals to unlock progress; key policy proposals and pathways that require cooperation; key programmes and actions that can help moving the 2030 Agenda forward; institutional arrangements that can facilitate implementation; as well as re-imagining the follow-up and review process of the 2030 Agenda, including the HLPF. Strategies to actualize this KRA are as presented below.

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES
Data, Research, and SDGs Reporting	To increase access to timely, accurate and desegregated data for evidence-based decision making and quality reporting	Increase knowledge on citizen driven data Collaborate with other data producers and users for comprehensive, timely, exhaustive and quality data Documentation and dissemination of best practices and research reports on topical issues Monitor, evaluate and report on the implementation of SDGs and other commitments (at both levels)

3.2.4 Key Result Area 4 – Accountability

Objective: To strengthen national and sub-national mechanisms for social and evidence-based accountability on the 2030 Agenda.

The Forum is alive to the need for enhanced accountability. Accountability has three (3) key aspects: Responsibility, Answerability and Enforceability. Responsibility entail ensuring that those in positions of authority have clearly defined duties and performance standards, which enable a transparent and objective assessment of their behaviour, while answerability demands that public officials and institutions present logical and articulate justifications for their actions and decisions to those affected, such as the general public, voters and other institutions. On the other hand, enforceability requires public institutions to implement mechanisms that measure the degree to which government officials and institutions abide by established standards, and that enforce sanctions on officials who do not comply and, when needed, ensure that the proper corrective and remedial action is carried out.

The Constitution of Kenya calls for efficient, effective and economic use of resources; coupled with responsive, prompt, effective,

impartial and equitable provision of services; and transparency and provision to the public of timely, accurate information. This initiative requires partnerships and collaboration from a whole spectrum of stakeholders, at both levels of government.

The Constitution is alive to this fact and requires public participation in key governance and policy formulation processes. By providing for public participation, it demonstrates the need for citizens to be aware of their roles and responsibilities to enable them to participate in deciding on their destiny. The rationale of public participation is based on the foundation that the people of Kenya have sovereign power which they have delegated to state actors at the national and county levels. The sovereignty must be respected and institutionalized in all processes of governance.

However, despite the enormous benefits derived from public participation and the constitutional requirements, there has been no structured system of conducting public participation. The nature and extent of public participation contemplated in the Constitution has not been fully achieved. The outcome of this has, among others, seen the marginalization of several population cohorts such as PPWDs, women and youth in Kenya's development processes.

The need for involvement of citizens in monitoring and evaluation is important during implementation of government initiatives and other planning frameworks, including the 2030 Agenda on ***Leaving No One Behind.***

On reporting and accountability, the Forum will develop a plan to promote and monitor the implementation of the Agenda. It will conduct researches at national and community level and prepare 'shadow' reports on progress and also to track budget implementation. It will also support the establishment of and take part in accountability mechanisms at national, regional and global levels.

As an accountability platform, the Forum will continue raising citizen awareness of their civil rights and responsibilities; building the capacity of citizens, CSOs and government agencies to work together constructively; training citizens to use social accountability tools such as community score cards, citizen report cards; facilitating grievance redress and building feedback loops for citizens to report shortcomings and discuss remedies; participating in local budget formulation, decision-making and expenditure monitoring; and forming coalitions to amplify the voices of vulnerable communities.

Strong partnerships and collaboration amongst stakeholders is critical in the successful implementation of programmes and projects. A strong collaboration will ensure creation of synergies which are necessary in implementation of key strategies. One important first step that must be undertaken is the mapping of all relevant stakeholders who have a stake in the 2030 Agenda. This is important in translating this strategy into action. Collaboration and partnership with the devolved units is crucial for investments. Strong partnerships with state actors and likeminded non–state actors will complement funding and other support aspects.

To advance some of the policies at the international and regional levels, efforts will be made to ensure that the government also adheres and aligns its work to the regional platforms for engagement, visibility and knowledge exchange such as CEDAW, Maputo protocols, among others. Strategies to actualize this KRA are as presented below.

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES
Accountability	**To strengthen national and sub-national mechanisms for social and evidence-based accountability on the 2030 Agenda**	**Development and implementation of social accountability tools (Awards, Public participation, social audits, PETS, citizen report cards, service charter, partner level agreements)** **Strengthen community dialogues and civic education programmes** **Strengthen evidence-based accountability tools (SDGs factsheets, budget analysis, etc)**

3.2.5 Key Result Area 5 – Global, Regional and National Advocacy

Objective: To strengthen global and regional engagements for enhanced advocacy, collaboration and partnerships.

Towards this, the Forum intends provide thought partnerships to promote localized, responsive, relevant, and forward-thinking approaches to development, globally and regionally.

Peer to peer learning promotes collaboration and partnership and knowledge transfer and management. Its success calls for a comprehensive mapping and partnership with other SDGs global and regional Platforms. In the medium term, the Forum recognizes the importance of partnering with other SDGs platforms, globally and regionally to tap into their knowledge and best practices. To the Forum, strengthening Knowledge Management (KM) will afford it the ability to identify, create, capture, retrieve, share, protect and analyze the knowledge of individuals and groups globally and regionally in ways that directly improve performance. Through these forums, the Forum will generate value from intellectual and knowledge-based assets for learning and growth.

In the context of the SDGs, Knowledge Management provides for a multi-pronged approach towards achieving a knowledge-based economy. On the other hand, a good practice in the context of the SDGs can be defined as a practice that has proven to work well and produce good results in addressing any of the SDGs and therefore recommended as a model. More specifically, it is knowledge about what works in specific situations and context to achieve the desired results and which can be used to develop and implement solutions adopted to solve similar problems in other situations and context.

The Forum takes note of the fact that good practices may come from different stakeholders including governments, UN Agencies, NGOs, CSOs, private sector, youth and women groups, academia, and individuals among others. A proper documentation of good practices is a key hinge in KM. The documentation of the good practice is a deliberate effort to increase the impact to benefit more people in the area or elsewhere and foster its development on a lasting basis.

Currently, collaboration and partnership between the Forum and the private sector has been wanting. To-date, co-chairing the IATWG has been the only opportune moment for strengthening this critical partnership. Whilst

much of the focus has been on documenting and disseminating best practices and mobilizing financing and solutions, an emerging area of collaboration between civil society and the private sector is centred on policy advocacy and the opportunity for both sectors to work together to influence and encourage appropriate government policies in support of the SDGs.

World over, civil society and increasingly private sector are using their voices and influence to drive the policies needed to achieve the SDGs. The SDGs represent a complex systemic challenge and governments must take the lead but face significant constraints. They are supposed to formulate policies that address inequalities and protect the environment, commit resources and create frameworks for action that enables all sectors to play their part in the achievement of the SDGs.

Governments are often under pressure to deliver short-term results, whereas many of the complex systemic challenges being addressed through the SDGs require long-term integrated policy reforms that need to be pursued far beyond most government and electoral lifecycles. Civil society and the private sector have an important role to play, including through advocacy, to help shape policy, change attitudes and increase accountability. Government constraints point to the need for active engagement by civil society organizations and companies, not to replicate government responsibilities or let them 'off the hook', but to advocate for policy reforms and public resources in support of the SDGs, and to unlock additional resources and enhance capabilities to achieve implementation.

Civil society organizations have long been at the forefront of environmental and social advocacy and campaigning. In recent years, companies that are integrating sustainability into their core values and business models have also started to demonstrate a willingness to publicly take similar policy positions and advocate for them. Individual advocacy by civil society and business is important but insufficient to drive the long-term changes to policy and practice needed to achieve the SDGs. Private Sector advocacy alone may lack sufficient recognition of wider social and environmental challenges outside of the core business and supply chain. Civil society advocacy may lack influence with governments and the necessary resources to sustain activity, and policy priorities may lack a sufficient focus on a government's economic goals. Individual advocacy can also be undermined by issues of trust, credibility and legitimacy. Joint advocacy is emerging as a powerful tool to shape better policy, build political capital for change, and shift entrenched attitudes and practices.

Through such advocacy, civil society and private sector will use their insights and leverage to inform effective policy making that encourages more inclusive and sustainable policies and public investment; shape global agendas and national and local development priorities; mobilize action when policy frameworks and processes are ineffective, too slow, or lack ambition or political will; and strengthen data and accountability for results.

Strengthened collaboration and partnership with the private sector is beneficial to the Forum: Harnessing private sector influence on the government, influencing the internal policies and practices of the private sector, and enabling access to private sector resources.

Both in the medium and long term, this will be founded on: Respect for the leadership role of government, but be prepared to use Forum's voice and influence; put the interests of people and planet at the heart of advocacy collaboration; investing sufficient resources at the outset to gather data and evidence to build

a shared understanding of the challenge and inform policy priorities; and understanding and managing stakeholder dynamics. Strategies to actualize this KRA are as presented below.

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES
Global, Regional and National Advocacy	To strengthen global and regional engagements for enhanced advocacy, collaboration and partnerships	Peer to peer learning (share and exchange experiences and best practices, side events, exhibitions) Strategic global and regional partnerships on programmes and activities Participate and engage in global, regional and national forums and implement feasible recommendations/outcomes (e.g. HLPF, ARFSD, CSW, GIMAC, IWD, etc) Develop and implement Forum and Private Sector joint advocacy strategies Strengthen Knowledge management (KM)

3.2.6 Enablers - Institutional Capacity Strengthening

Supporting the implementation of gender equality programmes and projects will require adequate financial resources. Resources are important as it undertakes this degree and depth of work, in supporting members to collectively advocate to the government in support of Forum-aligned tasks around gender equality. The Forum will require to mobilize resources from other sources for programmes and projects. To mobilize more resources for greater impact, the Forum will continue to strategically engage with other partners, for both financial and technical support of its work.

In the plan period, the Forum will prepare and implement a resource mobilization strategy that maps various sources of funds including local funders/philanthropist (the SDG Philanthropy Platform), activity based funds, partnering with other CSO's. The Forum will capacity build its grants team to ensure proper understanding of its audience and focus areas. Efforts will be made to acquire a certain number of new donors while also increasing current donor retention rate. In the advent of Covid – 19 disruptions, the Forum will explore digital fundraising methods.

The Forum recognizes the need to ensure continued growth and enhanced capacity of its human capital in line with its workload and emerging trends. In this regard, optimal staffing levels will be established across all units. Programmes to accentuate staff motivation will be implemented in addition to provision of work environment that is safe and conducive. ICT infrastructure will be harnessed and deployed to augment efficacy in back-office operations to support Forum processes and other operations. The Forum will develop and implement a volunteer strategy to drastically ease the burden on staff requirements.

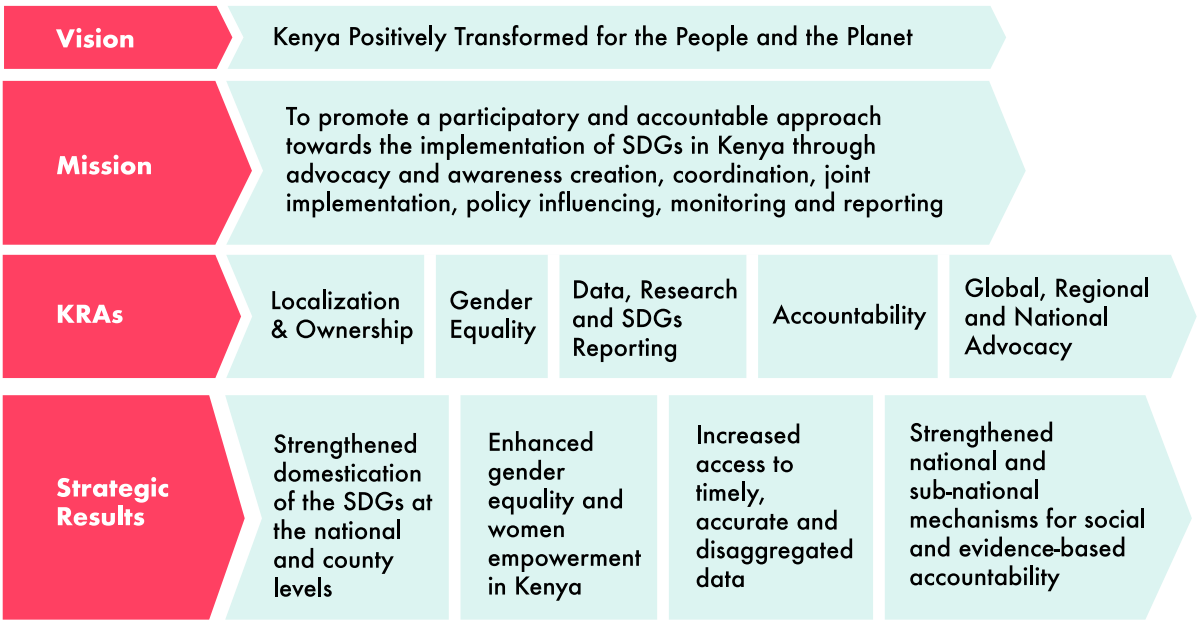
Public perception is important in achieving success for any institution. The need to control, manage and build brand image is therefore fundamental. Branding leads to positive image which creates confidence in an institution and its products, as well as attracting funding. The Forum recognizes the significant role of stakeholders who perform complementary and corresponding roles in realization of its goals.

The Forum will employ a multi-channel communication strategy by balancing multiple communications methods, guided by the platforms that members are most active on. The Forum website will be revamped to make it as interactive as possible as it is the first point of digital engagement and serves as a central information hub. Forum's social media platforms will be optimized through creation of content that engages current audience, interests potential stakeholders, and strategically drives them towards the Forum's main goal. It will pursue mobile outlets, such as peer-to-peer texting as well as invest in a Customer Relationship Management (CRM) platform. Strategies to actualize this KRA are as presented below.

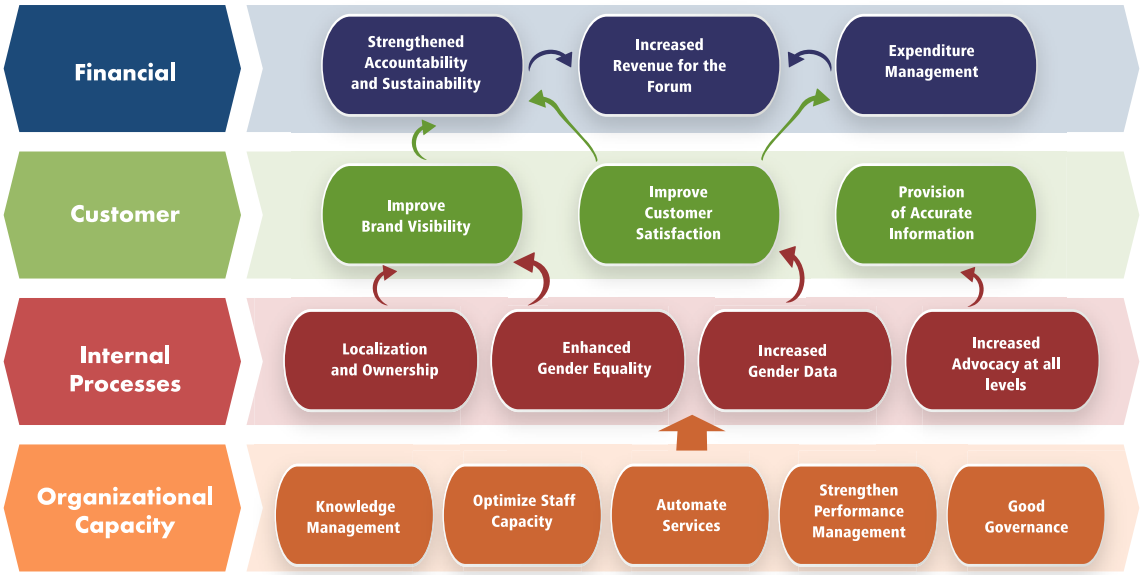
STRATEGIC OBJECTIVE	STRATEGIES
Secretariat and member's capacity development	**Development of supportive policy frameworks** **Forum staff and Board capacity enhancement** **HR planning and management** **Strengthen performance management** **Work environment enhancement** **Enhance the capacity of Forum on SDGs, the 2030 Agenda and other national, regional, national and sub-national policy, planning and budgeting frameworks** **Disseminate up to date information on SDGs implementation** **Strengthen SDGs institutional frameworks**
Forum's brand visibility	**Develop and implement Forum Brand** **Award SDGs champions** **Media Engagement - strengthen media and communication platforms (print and digital)** **Development and implementation of a communication framework** **Enhance service delivery** **Establishing stakeholders satisfaction levels**

STRATEGIC OBJECTIVE	STRATEGIES
Resource mobilization	Development and implementation of a resource mobilization strategy Improve resource planning and management (financial stewardship)

3.3 STRATEGY MAP



STRATEGY MAP



MEASURES	TARGETS
Acceleration FrameworK	1
Strategic MoUs/MoAs	8
Supportive policies formulated and implemented	9
Customer Satisfaction (%)	X+5
Brand Awareness Index	X+5
Implementation of SDGs monitored and reported	CSOs' VNR
Implementation of SDG 5 indicators monitored & reported	Progress report
Implementation of GE commitments monitored & reported	Tracking Reports
Enhanced accountability and participatory approaches	County Dialogues
Customer Satisfaction Index (%)	X+10
Employee Satisfaction Index (%)	X+10

Diversity and Inclusivity. People-centered. Transparency and Accountability. Local Ownership. Evidence-driven. Collaboration and Partnerships. Mutual Trust and Respect. Innovativeness

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.0 OVERVIEW

This chapter provides information on the various types of resources required to implement this strategic plan. It includes the Forum's human resource capacity and needs, financial resource requirement, strategies for resource mobilization, the proposed organization structure as well as performance and risk management strategies.

4.1 PROPOSED STRUCTURE OF THE FORUM

The Forum will be headed by Executive Director. It will be organized into three (3) technical arms, namely: Programmes; Partnership and Membership; and Communication and Dissemination. The three (3) will be supported by Administration and Finance.

4.2 STAFF ESTABLISHMENT

4.2.1 Staff Development Strategies

The SDGs Forum Kenya has in place a strong team (even though inadequacy in numbers has been noted) to coordinate the implementation of the strategic plan. To strengthen the Forum to deliver on its mandate, it will attract and retain skilled staff. The Forum will undertake a skills inventory of the existing staff in order to establish gaps. To address the gaps, the Forum will implement various strategies, including: Career progression guidelines, implementation of a volunteer strategy, exchange programme, partnerships with academia and a briefing system (for suppliers).

More importantly, the Forum will capacity build its staff for professional development. The Forum will conduct a Training Needs Assessment (TNA) and prepare and implement training interventions targeting all staff members.

To strengthen performance management, the Forum will implement Staff Performance Appraisal System (SPAS) for all staff. It will also endeavour to design and implement rewards and sanctions strategies. To ensure teamwork and diligence, the Forum will hold teambuilding forums for members, staff and the Board of Directors, and also to inculcate institutional culture change

It will review its existing supportive legal, policy and institutional frameworks for proper anchoring, as well as strengthening its IT and M&E systems and structures.

To enhance its feedback mechanism and shore up brand visibility, the Forum will engage a communications and Advocacy officer, to lead the communication process and strategy, while a communications strategy will be developed to address both internal (project promotion, project documentation, communication support) and external factors (knowledge sharing, stakeholder relations, advocacy); and will ensure information on project activities and achievements flow among project partners, donor, and stakeholders at large to increase knowledge and minimize cross-cultural barriers within and across the target counties.

On work environment, the Forum will do risk assessment and sensitization on issues of safety from time to time. Interventions will include stress management activities, and initiatives to keep employees safe and healthy at work. It will procure adequate working tools for staff as well as undertake oversight surveys (employee, work environment, and customer) to gauge satisfaction levels.

To strengthen the Forum to deliver on its mandate and for sustainability beyond 2030, the Forum will attract and retain skilled staff. The Forum will undertake a skills inventory of the existing staff in order to establish capacity gaps. To address the gaps, the Forum will implement various strategies, including: Career progression, implementation of a volunteer strategy, exchange programme, partnerships with academia and a briefing system (for suppliers). More importantly, the Forum will capacity build its staff for professional development. It will review its existing supportive legal, policy and institutional frameworks for proper anchoring, as well as strengthening its Financial, IT and M&E systems and structures. DI is committed to working with the Forum management team for a smooth transition into an independent entity during the life of this project.

4.2.2 Sustainability

To ensure continuity of operations in the plan period, the Forum will continue to review its regulatory, policy and institutional framework and landscape. At planning stage, the Forum has undertaken a comprehensive risk assessment to identify and priorities potential disruptions based on their severity and likelihood of occurrence, and prepared a mitigation plan. The forum has also performed a business impact analysis, looking at the different units with a view to understanding functions and tools critical to its operations. Forum staff members have been part of the strategy formulation team for ownership. Once finalized, the plan will be disseminated to stakeholders.

The SDGs implementation period runs between 2015 and 2030 with in-between mechanisms for monitoring state performance. The period 2020 to 2030 has been designated as the decade of action. Kenya has committed to prepare and implement accelerated strategies to ensure ***No One Is Left Behind*** by 2030. The SDGs Kenya Forum is an integral part of SDGs Inter-Agency Technical Working Group, hence at the epi-centre of coordination of implementation of the 2030 Agenda, and hence, will be key in the development of the framework. On the gender agenda, further, the Forum will aim at strengthening the gender ecosystem in Kenya by supporting Women Economic Empowerment as a tool to alleviate women from poverty and bridge gender gap, by enhancing tracking and reporting on SDG5 and related indicators, by building strong collaboration and partnerships with stakeholders, by coordinating and building a strong platform for Civil Society Organizations (CSO's) to engage with decision makers in the implementation of SDG 5.

As such, the Forum provides for routine check-up of the national and county governments on their progress towards achieving SDGs with

a specific focus to SDG 5. Partners identified to support SDG Kenya Forum will have their capacities strengthened in ensuring the country fulfils its commitment on gender equality, to scale-up proven policy and implementation pathways within Kenya to fulfil commitment on gender. The Forum will also build partnerships with relevant government agencies (E.g. State Department for Gender, SDG Coordination Directorate, Civil Society Organizations, NGO's, County Governments, Community Based Organizations, and private sector alliances) to ensure the implementation efforts are comprehensive and gender sensitive. On a long term basis, it is anticipated that beneficiary CSOs, CBO's and the private sector will help scale-up gender equality implementation efforts with minimal external support.

To mobilize more resources for greater impact, the Forum will continue to strategically engage with other partners, for both financial and technical support of its work. Strong partnerships with state actors and likeminded non–state actors will complement funding and other support aspects.

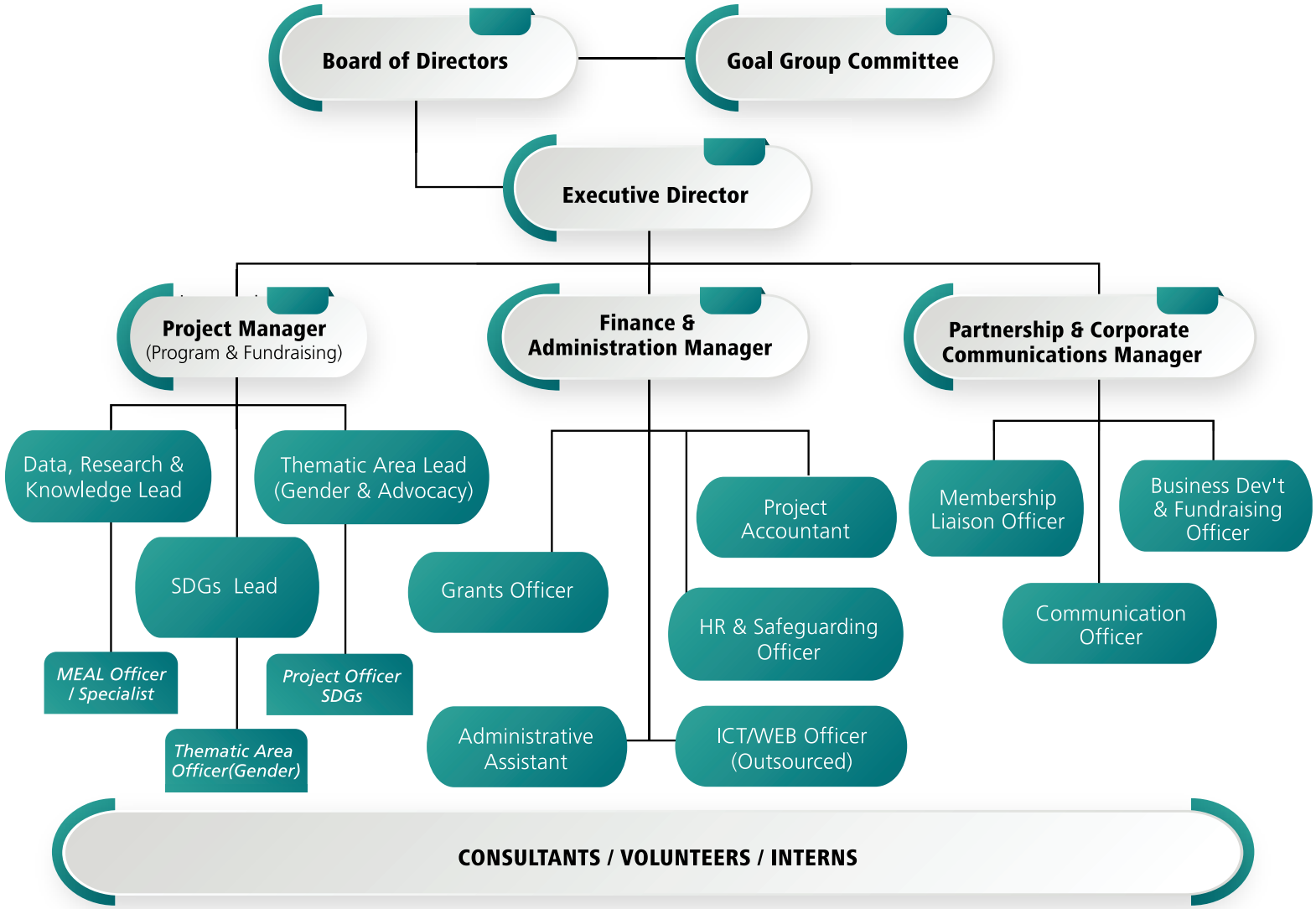
As much as possible, the Forum will work towards retaining members. In the medium term, growth in membership will be pursued, coupled with social mapping of interest parties. More importantly, the Forum will undertake a value proposition for its members with a view to designing and implementing incentives to benefit them. This will be achieved through: Provision of up to date information on the 2030 Agenda to keep it fresh in their minds and make them feel more connected to the Forum's cause and work; offering engagement opportunities; inviting members to events, conferences, or exhibitions; having members participate in Forum advocacy-related actions; organizing participate in peer-to-peer campaigns; holding Annual General Meetings; giving members the opportunity to write articles for the Forum's monthly newsletters; designing and implementing tailor-made course for Forum members in partnership with key partners; developing and implementing a membership strategy; in the long term, segmenting them into coalitions of Goal groups and having regular group meetings; putting in place an online community where members can interact.

The Forum will leverage its brand as a credible partner to forge strategic partnerships with key partners and stakeholders for joint activities, co-joint resource mobilization and implementation of activities. In the past, through these collaborations and partnerships, the Forum has gained trust and reputation in Kenya. Other key partners (such as ICRW, UN Women) will be brought on board for proper coordination and harnessing of synergies.

The Forum's organizational structure is shown in Figure 4-1.

FIGURE 4-1: PROPOSED FORUM STRUCTURE

ORGANIZATION CHART



- Current active roles.
- Roles to be recruited.
- Proposed futuristic roles.
- Roles being supported from DI and on need-to-need basis.

General Notes:

- ***Partnership & Corporate Communications Manager – to oversee the membership function, corporate communication as well as support in fundraising.***
- ***MEAL Specialist will handle both the M/E for the programs as well as M/E for the organization wide SP implementation.***
- ***Gender Lead – to oversee gender related issues specifically under the BMGF project as well as focusing on the organization wide support in terms of gender related matters.***
- ***SDGs Lead – to oversee other related projects under BMGF as well as other projects being funded by other donors out of the main programs.***
- ***ICT Officer – the role to be outsourced on a quarterly basis until when the forum will have a fully built-in system to manage the operations. To handle website, design and IT related roles in liaison with the Communications Officer.***
- ***Grants Officer(s) – this position will assist in managing the donor funds/ grants starting with GIZ and later being retained for other Forum's projects/ programs.***
- ***Project Accountant – a futuristic position as the Forum grows to support with donor funding.***
- ***Finance & Administration – currently under hosting agreement.***
- ***HR & Safeguarding Officer – to be outsourced on a need-to-need basis. The role will also oversee the Administration function in the longer run.***
- ***Administrative Assistant – to support with administrative duties and currently under the supervision of the Membership Liaison Officer with plan to grow the position into the Administration Officer level.***
- ***All the Managerial and LEAD positions will be in-charge of advocacy in their respective areas.***

4.3 FINANCIAL RESOURCES

Financial Resources Requirements (by Key Result Areas per Financial Year and total for plan period) are presented in Table 4-2.

TABLE 4-1: RESOURCE REQUIREMENTS

KEY RESULT AREA	Resource Requirements (Kshs. Mn)					
	Y1	Y2	Y3	Y4	Y5	Total
Key Results Areas						
Localization and Ownership	13.6	15.3	12.7	11	9.5	62.1
Gender Equality	20.4	21.7	23.2	8	8.4	81.7
Data, Research and	15.2	7.4	12.3	11.1	14.9	60.9
Accountability	6.2	7.8	5.2	9.1	6	34.3
Global and Regional Advocacy	4.5	6.5	5.1	5.9	6.7	28.7
Sub-total	59.9	58.7	58.5	45.1	45.5	267.7
Enablers						
Secretariat and members capacity development	5.7	4.2	4	4.2	4.5	22.6
Forum's brand visibility	3.6	4.7	3.9	6.3	5.1	23.6
Resource mobilization	3.2	1.8	1.9	2	2.1	11
Sub-total	12.5	10.7	9.8	12.5	11.7	57.2
Total	72.4	69.4	68.3	57.6	57.2	324.9

Implementation of the plan targets will require ***Kshs. 324.9 Million***, excluding personnel emolument.

4.3.1 Resource Mobilization Strategies

a. Resource Mobilization Strategy: The Forum will develop and implement a resource mobilization strategy in the first year of the plan. The Forum will operationalize a grants management team as well as develop an expenditure management framework.

b. Develop and implement a co-financing model: The Forum will pursue joint financing of a programme or intervention with key partners for different sectoral objectives so as to achieve goals more efficiently.

4.3.2 Resource Management

The Forum will put in place measures to optimize use of available resources by improving efficiency and reducing wastage. This will be done through: Improved efficiency in the use of funds; putting in place mechanisms to check expenditure and also ensuring the proper maintenance of Forum facilities, equipment and vehicles.

4.3.3 *Risk Analysis and Mitigation Measures*

Table 4-3 presents summary mapping of risk events that are anticipated, their categorization and mitigation measures.

TABLE 4-2: RISK MAPPING

Risk	Likelihood	Impact	Risk Level	Mitigation
Inadequate funds	High	High	High	Prepare and implement a resource mobilization strategy, a stakeholder engagement framework and collaboration framework with county governments
Disjointed nature of operations amongst CSOs	Medium	High	High	The SDGs Kenya Forum will play a central coordination role in bringing cohesiveness among the all actors. The forum will better manage advocacy, training and communication issues aimed at breaking down bottlenecks that exists in implementation approaches. The Forum will also put in place measures to grow its members for proper coordination and harnessing of synergies
Inadequate disaggregated data	High	High	High	The Forum with work with the National Statistical Office (NSO) and other data producers to avail timely, accurate and disaggregated to support objective reviews as well as development of investment programmes.
Possibility of slow buy-in by stakeholders	Medium	High	High	Create awareness among stakeholders on the roles of the Forum, their roles and responsibilities in the 2030 Agenda. Forum will use strategic communication to reach out to various stakeholders at both the national and county levels
Delay in recruitment of staff	Medium	High	High	Seek timely approval from the Board
Conflict of interest	Low	High	High	Increased awareness creation on the roles of the Forum. Operationalize the conflict of interest register.
Failure of the entity to adhere to its operating instruments (e.g. HR instruments)	Low	High	High	Sensitization of top management on laid down policies and procedures. Sensitization of staff on compliance with job descriptions

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

5.0 OVERVIEW

Monitoring, evaluation and reporting of this plan will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback. Two types of indicators will be tracked and used to measure performance. These include output and outcome indicators. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform plans.

5.1 MONITORING THE IMPLEMENTATION OF STRATEGIC PLAN

Monitoring will involve collecting and analyzing information relating to the various indicators and using the information to inform day-to-day operations. The MEAL Unit will monitor the implementation of the Strategic Plan through regular meetings and reports. The MEAL Unit will coordinate the implementation, monitoring, of this Strategic Plan.

5.2 REVIEWS

The Forum will conduct regular reviews on the implementation of the Strategic Plan and take remedial actions early enough. It will also conduct a mid-term review of this Strategic Plan to examine the progress towards achieving the set targets. This will be undertaken in the third year of its implementation. The reviews will be led by the MEAL Unit. The recommendations of mid-term review will help in making improvements to the Strategic Plan implementation process

An end-term review will be conducted at the tail end of the Strategic Plan period. The achievements, challenges, lessons learnt, emerging issues and recommendation will inform the next cycle of the strategic planning.

The Executive Director may recommend an ad hoc review of the strategic plan to be conducted in case of significant and unexplained variance between the planned and achieved performance targets. Such variances will be identified through the regular quarterly and annual reports.

5.3 REPORTING

All Forum Units will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon and aligned to the overall indicators identified in this Strategic Plan. This will be achieved by ensuring collection and provision of timely and accurate data during the plan period. The Units will be expected to generate reports on quarterly, bi-annual and annual basis which will be submitted to the MEAL Unit. The submitted reports will be compiled, analyzed and disseminated.

5.4 LINKAGE BETWEEN STRATEGIC PLAN AND STAFF PERFORMANCE MANAGEMENT

The implementation matrix of this Strategic Plan will be integrated with the Performance Management System to enhance realization of set targets. This linkage is also expected to ensure commitment of all staff to the realization of the objectives of the Strategic Plan through individuals by cascading the targets to individual level in the Staff Performance Appraisal System.

ANNEX I: IMPLEMENTATION MATRIX

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
Localization and ownership	To strengthen the domestication of the SDGs at the national and county levels to align with the existing development contexts	Mainstream SDGs into national and county policies, plans and budgets	**Facilitate mainstreaming of SDGs into the MTP IV and Sector Plans at national level and 3rd generation CIDPs and ADPs at county level**	SDGs mainstreamed into the MTP IV and Sector Plans at national level and 3rd generation CIDPs and ADPs at county level	No. of Plans with SDGs mainstreamed	48	48[iii]					1.5				
			Undertake an analysis to ascertain the proportion of plans with SDGs mainstreamed	Analysis undertaken in counties of operation	Report	1		1					1.5			
		Support the preparation and implementation of national SDGs acceleration framework	Work with the Inter-Agency Technical Working Group to prepare SDGs acceleration framework and follow-up on implementation	SDGs acceleration framework prepared	SDGs acceleration framework	1	1					0.5				
			Work with the Inter-Agency Technical Working Group to disseminate the best practice guidelines	**Best practice guidelines disseminated**	No. of report	1	1					0.5				

[iii] 47 CIPDs and MTP IV and its sector plans

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
		Strengthen stakeholder engagement frameworks - Growing and strengthening partnerships with both state and non-state actors	**Establish and strengthen Forum county focal points (Faces of SDGs)**	**Forum county focal points established**	**Forum county focal points**	**8**	1	2	2	2	1	0.3	0.6	0.3	0.6	0.3
			Disseminate up to date information on SDGs implementation to members using digital platforms	Up to date information on SDGs implementation disseminated to members	No. of reports	**20**	4	4	4	4	4					
			Prepare monthly newsletters (containing articles from Goal groups/ members)	Monthly newsletters prepared and disseminated	No. of newsletters	**60**	12	12	12	12	12	0.6	0.6	0.6	0.6	0.6
			Capacity build SDGs Champions, focal points and other county platforms on the 2030 Agenda	Annual Forums held	Forum Reports	5	1	1	1	1	1	1.2	1.4	1.5	1.7	1.8
			Undertake a mapping of key stakeholders	**Key stakeholders mapped**	**Report**	1		1		1						
			Develop and implement stakeholder engagement strategy	Stakeholder engagement strategy prepared and implemented	Stakeholder engagement framework	**1**	1									

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
		Advocacy and awareness creation (convening county and national dialogues, design and implement Leave No One Behind initiatives, design and implement Decade of Action initiatives)	**Convene multi-stakeholder consultative forums**	**Annual multi-stakeholder consultative forums convened**	**No. of forums**	**5**	1	1	1	1	1	2	2.2	2.3	2.5	2.7
			Participate in IATWG on SDGs	Briefs/reports prepared	Briefs/reports	**20**	4	4	4	4	4	2	2.1	2.2	2.3	2.4
			Undertake an analysis of those likely to left behind and disseminate findings	Analysis undertaken	Report	**2**		1		1			1.5		1.8	
			Undertake county community sensitizations on LNOB principles	Initiatives designed and implemented	No. of Counties sensitized	**5**	2	3	3			2	2.1	2.2		
			Undertake decade of action campaigns (SDG Murals, Radio and TV Programmes, social media)	Campaigns undertaken	No. of Briefs/ newsletters	**5**	2	3	3			2	2.1	2.2		
			Develop Decade of Action Coalition interactive platform	Interactive platform developed, strengthened and updated	Interactive platform	20	4	4	4	4	4					
			Hold annual SDGs Awards' forum	Annual SDGs Award Forum held	Annual Award Forum	**5**	1	1	1	1	1	1	1.2	1.4	1.5	1.7
			Establish strategic partnerships with Key stakeholders (Private Sector, Development Partners, CSOs, Media, Academia etc)	Partnerships with Key stakeholders established	No. of MoUs/MoAs	**10**	2	2	2	2	2					

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
Gender Equality	To enhance gender equality and women empowerment in Kenya	Influence and support the development, adoption, approval and implementation of gender policies, GEF commitments and WEE initiatives	**Support the development of gender mainstreaming policies**	Gender mainstreaming policy frameworks developed	No. of counties	**8**	8	8	8			11.2	12	13		
				Counties supported to develop gender mainstreaming policy implementation framework	No. of counties	**8**	8	8	8							
			Support the implementation of GEF commitments	GEF commitments localized in counties; launched, and county officials and the media sensitized	No. of counties	**8**	8	8	8			2.4	2.5	2.6		
				Establishment of GBV shelters supported	No. of GBV shelters											
				Policare (gender desk) personnel capacity built	No. of Policare centres											
			Undertake national budget analysis to track funding for GRB and GEF commitments	National and county budget analyses undertaken	No. of policy briefs	**5**	1	1	1	1	1	.4	.4	.4	.4	.4
			Undertake county budget analysis to track funding for GRB and WEE		Report	**5**	1	1	1	1	1	.4	.4	.4	.4	.4

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
			Sensitize government officials (national and county), citizen, journalists and the public on Gender Responsive Budgeting (GRB)	Government officials (national and county), citizen journalists and the public sensitized on Gender Responsive Budgeting (GRB)	No. of Forums	36	4	8	8	8	8	.5	.6	.7	.8	.9
			Map and capacity build grassroots women, women – led business owners (SMEs), Gender Knowledge Hubs (GKHs) on entrepreneurial skills, AGPO and County Gender Funds	Grassroots women, women – led business owners (SMEs), Gender Knowledge Hubs (GKHs) mapped and capacity built on entrepreneurial skills AGPO and County Gender Funds	Mapping Report	5	1	1	1	1	1					
					No. of training forums	36	4	8	8	8	8	1.5	1.6	1.7	1.8	1.9
		Strengthen existing gender equality institutional frameworks strengthened (e.g. GTWGs, gender champions, Women opinion leaders etc)	Represent CSOs in Key gender TWGs	Briefs/reports prepared	No. of briefs/reports	20	4	4	4	4	4					
			Capacity build gender focal points on SDGs gender indicators	Gender focal points capacity built on SDGs gender indicators	No. of Forums	9	1	2	2	2	2	4	4.2	4.4	4.6	4.8

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
Data, Research and Reporting	To increase access to timely, accurate and desegregated data for evidence-based decision making and quality reporting	Collaborate with other data producers and users for timely, exhaustive, quality and comprehensive data	Timely, exhaustive, quality and comprehensive data produced in collaboration with other data producers and users	Forums for data producers and users held	No. of Forums	5	1	1	1	1	1	1.2	1.3	1.5	1.7	1.9
				Kenya Statistical Quality Assurance Framework (KSQAF) adopted and disseminated to members	Framework Launch	1	1					.5				
				Hold workshops with CSOs	Report	5	1	1	1	1	1	0.9	1	1.2	1.4	1.6
				Partnership established with other institutions dealing on data	No. of MoUs/MoAs	3[iv]	3	1				0.2	0.3			
				Develop and update a GEF dashboard	GEF dashboard developed and updated	1	1	1	1	1	1	3				
		Documentation and dissemination of best practices and research reports on topical issues	Undertake researches and studies on SDGs topical issues	Researches and studies on SDGs topical issues undertaken	No. of research/ Study reports	5	1	1	1	1	1	1.5	1.6	1.7	1.9	2
			Capacity build Forum members on SDGs, data, research and reporting	Stakeholders capacity build	No. of Forums	10	2	2	2	2	2	1.6	1.7	1.9	2	2.2
			Document and disseminate best practices to stakeholders	Best practices documented	Report	5	1	1	1	1	1	0.5	0.7	0.9	1	1.1

[iv] UoN, KU, KIPPRA, UNWOMEN

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
		Monitor, evaluate and report on the implementation of SDGs and other commitments (at both levels)	Prepare and implement M&E Framework for the Forum	M&E Framework for the Forum prepared and implemented	M&E Framework	1	1	1	1	1	1	0.3	0.3	0.4	0.5	0.5
			Track implementation of GEF commitments	GEF commitments tracked	No. of Reports	5	1	1	1	1	1	0.5	0.5	0.7	0.8	0.9
			Prepare annual tracking reports on SDG 5 and other gender related indicators	Annual tracking reports on SDG 5 and other gender related indicators prepared (specific to counties with gender policies)	No. of reports	5	1		1		1	1.5		1.7		2
			Undertake MTP III end-term review to capture CSOs perspective and disseminate report	MTP III end-term review undertaken and report disseminated	MTP III end-term review report	1	1					1.5				
			Undertake MTP IV mid-term review to capture CSOs perspective	MTP IV mid-term review undertaken and report disseminated	MTP IV mid-term review report	1				1					1.8	
			Prepare CSOs shadow VNR and disseminate	CSOs shadow VNR prepared and disseminated	CSOs shadow VNR	5	1		1		1	2		2.3		2.7
Accountability	To strengthen national and sub-national mechanisms for social and evidence-based accountability on the 2030 Agenda	Development and implementation of social accountability tools	Prepare and disseminate county score cards	County score cards prepared and disseminated	County score cards	8		8		8			1.6		1.8	

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
			Undertake Public Expenditure Tracking Surveys (PETS) and disseminate reports	**Public Expenditure Tracking Surveys (PETS) undertaken**	**Report**	**2**		1		1			1.6		1.8	
			Prepare, disseminate and implement a harmonized public participation tool	Harmonized public participation tool prepared and disseminated	Harmonized public participation tool	**1**	1					2				
			Undertake county social audits	County social audits undertaken and reports disseminated	County social audits	**8**	8	8	8	8	8					
		Strengthen community dialogues and civic education programmes	Hold community dialogues and youth forums	Community dialogues and youth forums held	No. of Forums	**10**	2	2	2	2	2	1.5	1.7	1.9	2.1	2.3
			Hold civic forums to sensitize stakeholders on their roles, responsibilities and on general accountability principles	Community forums held	No. of Forums	**10**	2	2	2	2	2	2.5	2.7	3	3.1	3.3
		Strengthen evidence-based accountability tools	**Prepared and disseminate SDGs factsheets**	**SDGs factsheets prepared and disseminated**	**Annual SDGs factsheets**	**5**	1	1	1	1	1	0.2	0.2	0.3	0.3	0.4
Global, Regional and National Advocacy	To strengthen global and regional engagements for enhanced advocacy, collaboration and partnerships	Strengthen peer to peer learning	Share and exchange experiences and best practices with global and regional SDGs platforms	Experiences and best practices shared	No. of reports	**5**	1	1	1	1	1	0.4	0.5	0.5	0.6	0.7
		Strategic global and regional partnerships on programmes or activities	Design and implement joint activities with other global and regional SDGs platforms	Joint activities implemented	No of activities	**1**		1					2			

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
		Participate and engage in global, regional and national forums and implement feasible recommendations/ outcomes (e.g. HLPF, ARFSD, CSW, GIMAC, IWD, GEF, etc)	Participate in meetings/ conferences (Global, regional and national)	Global, regional and national meetings/ Conferences/ activities participated in	meetings/ Conferences	5[v]	5	5	5	5	5	2	2.2	2.4	2.7	3
			Participate in the development of global, national and regional policy briefs/position papers/advocacy strategies	National, regional and global policy briefs/position/ advocacy strategies papers prepared and presented	National, regional and global policy briefs/position/ advocacy strategies papers	20	4	4	4	4	4					
			Hold exhibitions and side events	Exhibitions and side events held	No. of Exhibitions/side events	15	3	3	3	3	3	0.5	0.5	0.7	0.9	1
			Track implementation of feasible recommendations from global, regional and national forums	Implementation of feasible recommendations tracked	No. of Reports	15	3	3	3	3	3	1.2	1.3	1.5	1.7	2
		Develop and implement Forum and Private Sector joint advocacy strategies	Develop and implement joint advocacy strategy	Joint advocacy strategy developed	Joint advocacy strategy	1	1					0.4				
			Hold roundtable meetings	Roundtable meetings held	Quarterly meetings	20	4	4	4	4	4					

[v] HLPF, ARFSD, CSW, GIMAC, IWD and Side Events

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
Institutional Capacity Strengthening	To strengthen the capacity of Forum to deliver on its mandate	Development of supportive legal and policy frameworks	Develop/review supportive policy frameworks	Supportive policy frameworks developed and implemented	No. of policies	8[vi]	3	3	2							
			Review Forum legal documents	Forum legal documents reviewed	Amendments	1	1						0.2			
		Forum staff and members' capacity enhancement	Capacity build Forum staff and members'	Forum staff and members' capacity built	No. of forums	5	1	1	1	1	1	1	1.2	1.3	1.5	1.7
		HR planning and management	Develop staff establishment and implemented	Staff establishment developed	Staff establishment	1	1									
				Staff establishment populated	Proportion of establishment populated	100	70	100								
				Volunteer strategy developed and implemented	Volunteer strategy	1		1								
				Human Resource (HR) succession plan prepared and implemented	HR Plan	1	1	1	1	1	1					
		Strengthen performance management	Review and implement the Annual Staff Evaluation Tool	Annual Staff Evaluation Tool reviewed and implemented	Annual Staff Evaluation Tool	1	1									
			Put all staff on Annual Staff Evaluation Tool	Staff under Annual Staff Evaluation Tool	Proportion of staff	100	100	100	100	100	100					

vi HR, ICT, Risk Management, Internal Control and Accounting, Gender, Fire, Disability, HIV and AIDS

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
			Performance review reports prepared	Forum performance reviewed and reports prepared	Annual Review Reports (financial and non-financial)	10	2	2	2	2	2					
					Quarterly reports	20	4	4	4	4	4					
			Review Forum Strategic Plan (mid-term and end-term)	Forum Strategic Plan Reviewed	Review Reports	2			1		1					
		Work environment enhancement	Procure working tools, equipment, assets and subscription fees	Working tools, equipment and assets procured and subscription fees paid	Procurement plan	1	1	1	1	1	1	1.5	1	0.8	0.6	0.5
			Acquire integrated management information system	Integrated management information system acquired and updated	Integrated management information system	1	1	1	1	1	1	2	0.5	0.5	0.6	0.7
			Acquire adequate Office space	Office space acquired	Office space	1	1	1	1	1	1	1.2	1.3	1.4	1.5	1.6
	To enhance the Forum's brand visibility	Develop and implement Forum's corporate identity	Review, adopt and launch Forum corporate identity and Brand	Forum corporate identity and Brand reviewed, adopted and launched	Corporate identity	1	1									
			Brand Forum offices, tools and equipment	Forum offices, tools and equipment branded	Report	1	1					0.5				
		Strengthen media and communication platforms (print and digital)	Develop and disseminate IEC materials	IEC materials developed and disseminated	No. of categories[vii]	4	4	4	4	4	4	0.3	0.5	0.7	0.9	1
			Prepare and disseminate Media briefs	Media briefs prepared and disseminated	No. of Press briefings	20	4	4	4	4	4	0.4	0.5	0.7	0.9	1

vii Banners, Flyers, Brochures and Merchandize (pens, note books, dairies, business cards, t-shirts, corporate shirts, masks, key holders)

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
			Strengthen Forum partnership with SMG and NMG	MoUs with SMG and NMG implemented	Reports	5	1	1	1	1	1	1.5	1.7	1.9	2.1	2.3
			Revamp social media platforms and continuously update the Forum website	Social media platforms and website revamped and updated	Social media platforms and website	5[viii]	5	5	5	5	5	0.4	0.5	0.6	0.7	0.8
		Development and implementation of communication strategies	Prepare and implement communication strategy	Communication strategy prepared and implemented	Communication strategy	1	1									
			Prepare and implement membership strategy	Membership strategy prepared and implemented	Membership strategy	1	1					0.5				
		Enhance service delivery	Review and implement customer service charter	Customer service charter review and implemented	Customer service charter	1	1									
		Establishing stakeholders satisfaction levels	Undertake satisfaction surveys and implement feasible recommendations	Satisfaction surveys undertaken and feasible recommendation implemented	No. of reports	1[ix]		1		1			1.5		1.7	

viii Twitter, Facebook, Website, Instagram and YouTube

ix Partners and Customer

Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
	To mobilize resources for programmes and projects	Enhance resource mobilization for programmes and projects	Develop and implement a resource mobilization strategy	Resource mobilization strategy developed and implemented	Resource mobilization strategy	1	1					1.5				
					Implementation report	5	1	1	1	1	1					
			Undertake a mapping of key donors and engage them	Partners mapped and engaged	Report	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5
			Co-mobilize funds with partners working in various goal groups	Fund mobilized	Reports	5	1	1	1	1	1	1.2	1.3	1.4	1.5	1.6
			Capacity build grants management team	Grants management team capacity built	Reports	5	1	1	1	1	1					
		Improve resource planning and management	Develop an expenditure management framework	Expenditure management framework developed	Expenditure management framework	5	1	1	1	1	1					
			Develop a risk management framework	Risk management framework developed	Risk management framework developed	1	1									

ANNEX II: MONITORING AND EVALUATION FRAMEWORK

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-Term Period Target	End of Plan Period Target
Localization and Ownership	SDGs implementation accelerated	Acceleration Framework	-	1	1
		Strategic MoUs/MoAs	-	4	8
Gender Equality	Gender equality mainstreamed into development agenda	Supportive policies formulated and implemented	3	6	9
Data, Research and Reporting	Implementation of SDGs monitored and reported	CSOs' VNR	1	3	5
	Implementation of SDG 5 indicators monitored and reported	Progress report	-	3	5
	Implementation of GE commitments monitored and reported	Tracking Reports	-	3	5
Accountability	Enhanced accountability and participatory approaches	County Dialogues	1	3	5
Global, Regional and National Advocacy	Global and regional engagements strengthened	No. of exhibitions	3	6	9
		No. of side events	3	6	9

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-Term Period Target	End of Plan Period Target
Institutional Capacity Strengthening	Improved Visibility and Awareness	Brand Awareness Index	X	X+5	X+10
		Partners' Satisfaction Index	X	X+5	X+10
		Customers Satisfaction Index	X	X+5	X+10
		Compliance with Service Delivery Charter	100	100	100
		Compliance with Partner Level Service Agreements	100	100	100
	Prudent financial resources management	Proportion of partners complying with expenditure framework	-	100	100
	Improved satisfaction levels	Proportion of HR instruments approved (Staff establishment, organogram, career progression guidelines, HR policy and manual)	-	100	100
		Proportion of staff on Staff Performance Appraisal System (SPAS)	-	100	100
		Employee Satisfaction Index	X	X+5	X+10
		Work Environment Index	X	X+5	X+10

STRATEGIC PLAN

(2023 – 2027)

MARCH, 2023

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