REPUBLIC OF KENYA

Roadmap to Sustainable Development Goals (SDGs)
Kenya's Transition Strategy 2016–2018

SDGs

Vision 2030

2030

2016

The Sustainable Development Goals

1 NO POVERTY	2 NO HUNGER	3 GOOD HEALTH	4 QUALITY EDUCATION
5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 RENEWABLE ENERGY	8 GOOD JOBS AND ECONOMIC GROWTH
9 INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE AND JUSTICE
17 PARTNERSHIPS FOR THE GOALS			

Ministry of Devolution
and Planning

Roadmap to Sustainable Development Goals (SDGs)

Kenya's Transition Strategy

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FOREWORD

The millennium declaration in 2000 led to the adoption of the eight time-bound Millennium Development Goals (MDGs) and forty eight (48) indicators which were adopted as a representative of a the common vision to address the development challenges facing developing countries at the time. With time, the targets and indicators were later revised to 21 and 60, respectively to be achieved by 2015. Since adoption, these goals have helped to steer development cooperation, increased mutual accountability and mobilized support from all development actors and practitioners. Between 2000 and 2015, the world witnessed the greatest reduction in poverty in modern history, coupled with great promise and opportunity to address human welfare and development in the world.

However, in recognition of the mixed success of the MDGs implementation and the fact that a new development agenda was needed beyond 2015, countries agreed in 2012 at Rio+20, the UN Conference on Sustainable Development, to establish an Open Working Group to develop a set of Sustainable Development Goals (SDGs). The new Goals and targets came into effect on 1st January 2016 and will guide the decisions member states take over the next 15 years.

As part of the implementation process of the post 2015 development agenda, the Ministry of Devolution and Planning in collaboration with other stakeholders has developed this transition strategy from the MDGs to SDGs. It was developed through a consultative process with inputs from government, both the national and county, civil society organization and development partners including the United Nations. The strategy is meant to identify in advance the actions that require to be undertaken to position the country on the fastest and most reliable trajectory to achieve the SDGs.

This strategy is highly informed by the lessons and experiences in the implementation of the MDGs in Kenya.

The document provides an introduction to the MDGs and the SDGs process with other sections giving key thematic areas and their focus in order to guide effective transition from MDGs to SDGs. The thematic areas include; advocacy and awareness creation, domestication and localizing SDGs, capacity building, stakeholder mapping and engagement, monitoring and reporting, and resource mobilization. It also provides an implementation matrix. The thematic areas outlined in this report are interrelated and must be looked at holistically at the point of implementation.

This strategy is key in the transition agenda and will guide all the actors in the SDGs implementation process. As such, the strategy will be widely disseminated to as many stakeholders as possible. As a nation, we will continue to reaffirm our commitment to the SDGs and their achievement.

Hon. Mwangi Kiunjuri, MGH, EGH
Cabinet Secretary
Ministry of Devolution and Planning

ACKNOWLEDGEMENTS

The preparation of this road map was informed by inter alia the experience of the country in the implementation of the Millennium Development Goals (MDGs). Invaluable effort and commitment has gone into its development. I therefore wish to take this early opportunity to express my personal and institutional gratitude to the various stakeholders for their effective participation and commitment. I wish to particularly recognize and acknowledge the core team members, coordinated by the Economic Planning Secretary, Mr. Joseph Mukui. Accordingly, I acknowledge the Enablers Coordination Department staff and the United Nation Country Team (UNCT) led by staff of the United Nations Development Programme for their dedication and contribution towards the development of this road map.

I would also like to further extend my appreciation to all our partners for their invaluable support. The contribution of development partners, civil society organizations (CSOs) and the Inter Agency Technical Working Group is highly acknowledged.

For all those individuals and organizations, that in very diverse ways, made contribution to this process but I could not mention by name, I say thank you and look forward to continued collaboration.

Saitoti Torome, CBS
Principal Secretary
State Department of Planning and Statistics

ACRONYMS AND ABBREVIATIONS

CIDPs	County Integrated Development Plans
COG	Council of Governors
CSOs	Civil Society Organizations
ERSWEC	Economic Recovery Strategy for Wealth and Employment Creation
KNBS	Kenya National Bureau of Statistics
MCAs	Members of County Assemblies
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MoDP	Ministry of Devolution and Planning
MTP	Medium Term Plan
NIMES	National Integrated Monitoring and Evaluation System
OWG	Open Working Group
PWD	Persons With Disability
SDGs	Sustainable Development Goals
UNDP	United Nations Development Programme
UNCT	United Nation Country Team
UNDAF	United Nations Development Assistance Framework
UNGA	United Nations General Assembly
UNSG	United Nations Secretary General

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1.0 INTRODUCTION

1.1 Background

Kenya was among the 189 United Nations member states and international organizations that endorsed the Millennium Declaration of Year 2000 at the UN headquarters in New York. The Declaration led to the adoption of the eight time-bound Millennium Development Goals (MDGs) with 21 targets and 60 indicators to be achieved by 2015.The MDGs represented a global consensus for international development cooperation. They have helped to steer development cooperation, increased mutual accountability and mobilized support from all development actors and practitioners. The realization of the MDGs has varied from country to country and region to region. While some countries and regions have done better on the MDGs, others have lagged behind on most of the goals and targets.

At the global level, the world has witnessed the greatest reduction in poverty in the developing world by more than 50%. For instance, in 1990, nearly half of the population in the developing world lived on less than $1.25 a day; that proportion dropped to 14 percent in 2015 from 47 percent. This translates to over 1 billion people lifted out of extreme poverty.

Africa, excluding North Africa managed to reduce poverty levels from 56.5 per cent in 1990 to 48.4 per cent in 2010, although it was still below the set MDG target of 28.25 per cent. The continent's GDP growth has remained positive since 2001, averaging at least 5 per cent, well above the global average of 3 per cent for nearly a decade. Overall, most African countries have shown accelerated progress in expanding access to basic education. Over the MDGs period, the share of women in national parliaments in Africa has increased by at least 15 per cent, the highest in the world. The under-five mortality rate reduced from 146 deaths per 1,000 live births in 1990 to 65 deaths in 2012 representing a 55.5 per cent reduction. In addition infant mortality rate fell from 90 deaths per 1,000 live births in 1990 to 54 deaths per 1,000 live births in

2014, a decline of 40 per cent. Although there was a general decline in maternal mortality rates in Africa, the continent registered 289 maternal deaths per 100,000 live births compared to the global average of 210 maternal deaths per 100,000 live births by the year 2013. Since 2000 there has been a downward trend in the incidence, prevalence and death rates associated with HIV and AIDs, Malaria and tuberculosis. Nearly a quarter of the current African population has gained access to an improved drinking water source since 2000 while the continent still remains the least polluter of the environment globally. The share of Africa's exports in global merchandise exports declined from 3.5 per cent in 2012 to 3.3 per cent in 2013 with the total foreign debt being higher than 30 per cent of GDP in Africa since 2010 and is expected to rise to 37.1 per cent of GDP in 2015. For the continent it has been a progressive decade as the MDGs period has recorded the most significant development milestones in a long time.

Kenya's progress towards the attainment of the MDGs targets realized mixed results across the Goals, geographic areas and gender groups over the period. The country managed to reduce the population living below the poverty line from 52.3 per cent in 2000 to 45.2 per cent in 2009. The share of the poorest quintile in national consumption in 2005 doubled from 4.6 to 9.8 per cent by the year 2009. On universal primary education, the net enrolments rates improved to 95.9 per cent in 2013 with parity between boys and girls mainly as a result of the Free Primary Education (FPE). The number of pupils completing the full course of primary education rose to 83.2 per cent as compared to 2000 when it was 57.7 per cent. The number of women in the national parliament has risen from a low of 4 per cent in the beginning of the last decade to 19.7 per cent presently. The Constitution of Kenya 2010 has reserved a third of all positions in the public sector for women.

Although the proportion of under one year olds

immunized rose to 85 per cent, the country continues to lose 74 infants for every 1,000 live births. The rate of maternal mortality was 488 for every 100,000 live births higher than the continental average. The national HIV prevalence (age group 15-49 years) was estimated to be 5.6 per cent with 77.8 per cent of Kenyans with HIV and AIDS receiving free Anti-retroviral drugs (ARVs). The proportion of households owning at least one Insecticide Treated Net has increased to 54 per cent hence the reduction in the incidence of malaria to about 26.4 per cent. The share of the urban population with access to clean water increased to 91 per cent from 60 per cent between 2007 and 2009 while the land area covered by forest improved from 1.7 per cent in 2002 to 6.99 per cent in 2013 with the proportion of population using an improved water source increasing to 53.3 per cent.

Debt service as a percentage of exports of goods and services was 3.57 per cent. On telephony 70.4 per cent of population own mobile phone handsets. Therefore as the country transits from MDGs to SDGs, the unfinished business of MDGs will be prioritized by focusing on the off-target MDGs.

Although Kenya officially began the implementation of the MDGs in 2005 when the Cabinet issued a directive to all Government Ministries, Departments and Agencies to mainstream MDGs into their planning and budgeting processes, a lot of time had been spent on advocacy and creation of awareness among stakeholders. Only the second half of the MDGs period was dedicated to the actual implementation of the targets. Nevertheless the country managed to attain some of the targets as well as put into focus those that lagged behind. Lessons from the implementation of the MDGs helped to inform and lay the foundations for the implementation of the Post 2015 Development Agenda.

2.0 THE POST 2015 DEVELOPMENT AGENDA PROCESS

In 2010 the United Nations General Assembly (UNGA) held a special summit in which member states committed to accelerate achievement of the MDGs by 2015. The United Nations Secretary General (UNSG) Ban Ki-moon was mandated by the 65thSession of the General Assembly to begin deliberations on the 'next' development agenda beyond 2015. In July 2012, the UNSG then appointed a 27-member High-level Panel of Eminent Persons to advise on the next global development agenda beyond 2015. The Panel was co-chaired by President Susilo Bambang Yudhoyono of Indonesia, President Ellen Johnson Sirleaf of Liberia, and Prime Minister David Cameron of the United Kingdom, leaders from civil society, private sector and government. The Panel was part of the UNSG's Post-2015 initiative mandated by the 2010 MDG Summit, in which UN member states called for open, inclusive consultation involving civil society, the private sector, and academia and research institutions from all regions, in addition to the UN system, to advance the development framework beyond 2015. The panel in its report *"A New Global Partnership: Eradicate Poverty and Transform Economies through Sustainable Development"* recommended that the next global development agenda should carry forward the spirit of the Millennium Declaration, and that it should leave no one behind, keep sustainable development at the core, transform economies for jobs and inclusive growth, build peace and effective, open and accountable institutions for all and finally forge a new global partnership.

The UNSG directed all organizations and agencies to undertake internal consultations and advise on the development framework after the MDGs period. The United Nations Task Team Report recommended a transformative agenda, ambitious yet feasible, with potentially far reaching and long term positive implications for sustainable development.

2.1 The New Global Development Framework

The new development framework also called the 2030 Agenda for Sustainable Development is a universal sustainable development agenda. It is based on global SDGs, which integrate the economic, social, environmental dimensions of sustainable development. The agenda has five critical considerations to be addressed by all member states:

People; Ending poverty and hunger, in all their forms and dimensions, and ensuring that all human beings can fulfill their potential in dignity and equality and in a healthy environment.

Planet; Protecting the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations.

Prosperity; Ensuring that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.

Peace; Fostering peaceful, just and inclusive societies which are free from fear and violence. There can be no sustainable development without peace and no peace without sustainable development.

Partnership; Mobilizing the means required to implement the Agenda through a revitalized Global Partnership for Sustainable Development, based on a spirit of strengthened global solidarity, focused, in particular, on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders and all people.

At the UNGA Sustainable Development Summit, member states adopted 17 SDGs and 169 targets. These SDGs redefine international development cooperation for the next 15 years, beginning 1 January

2016. The SDGs are action oriented, global in nature and universally applicable. They take into account different national realities, capacities and levels of development and respect for national policies and priorities. They build on the lessons learnt and foundations laid by the MDGs, seek to complete the unfinished business of the MDGs, and respond to new and emerging development challenges. The SDGs and targets integrate economic, social and environmental aspects and recognize their interlinkages in achieving sustainable development in all its dimensions.

The SDGs era is likely to be more favorable for Kenya owing to a number of reasons. Firstly, Kenya Constitution 2010 provides an actionable guide on how to tackle inequality as well as guarantees adequate socio economic rights in the Bill of Rights. This is expected to compel both the National and County Governments to address the needs of the poor in a better and more focused way. Secondly, the new devolved system has now made it easier for respective county governments to prioritize their needs and to tackle them at those lower levels, in addition to the traditional role of the national Government. Thirdly, the Kenya Integrated Household and Budgetary Survey is expected to be completed by August 2016. The survey results will provide a baseline for the monitoring, evaluation and reporting of the SDGs targets and indicators which have been a problem for most of the developing world.

The 5 Ps undepinning the 2030 Agenda

People;

Planet;

Prosperity;

SUSTAINABLE DEVELOPMENT

Peace;

Partnership;
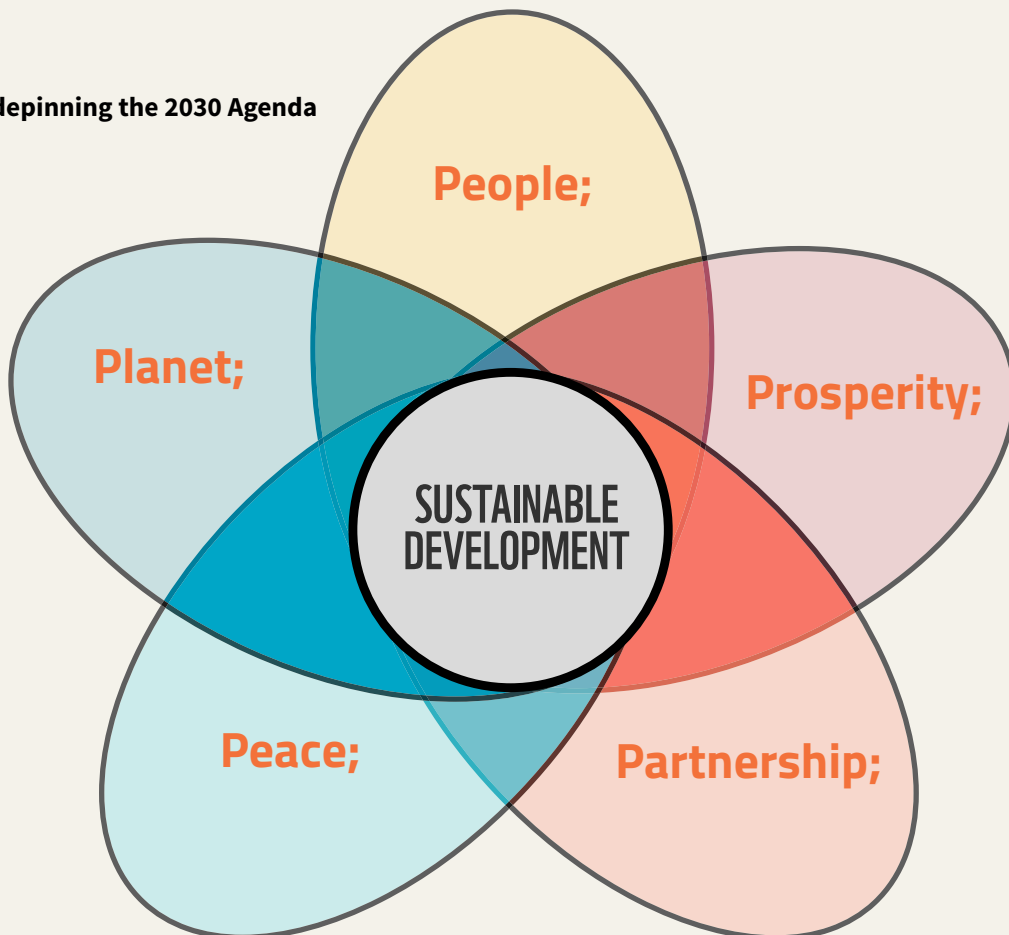
3.0 COUNTRY TRANSITION STRATEGY

The transition from the MDGs to the SDGs should not be viewed as a matter of extending the timelines and making the goals ambitious. The new framework is transformative and has new sectors that been introduced and the number of indicators increased tremendously. This will in essence require laying out a solid foundation in the next 15 years on how to move forward and achieve the SDGs. The SDGs places new constraints and demands on policy at all stages including coordination, planning, implementation and monitoring. The complexity of these policy issues will therefore depend on laying a solid foundation. Kenya's experience in the implementation of the MDGs can provide the foundation for achieving the SDGs if properly leveraged.

The 2030 Agenda, inter alia, calls on member states to " develop as soon as practicable, ambitious national responses to the overall implementation of this (new) Agenda in order to support the transition to the SDGs and build on existing planning instruments, such as national development and sustainable development strategies".

In this regard, the government has prepared this strategy to guide the country in the next 15 years. It focuses on critical milestones crucial to the successful take off of the SDGs and effective transition from MDGs to SDGs. The strategy was prepared through a consultative process and with contributions from the UNCT, civil society organizations, academia, think tanks and research institutions, private sector and development partners among others.

The purpose of the strategy is to identify in advance the actions that require to be undertaken to position the country to take the fastest and most reliable trajectory possible to achieve the SDGs. This will greatly be informed by the experiences in the implementation of the MDGs while proposing additional strategic options that will best support the SDGs. These will address the weaknesses in the implementation of the MDGs and the new demand of the SDGs while specifying concrete actions that need to be undertaken to enable effective transition. This strategy will be greatly informed by the MDGs analytical report which took stock of the implementation of the MDGs since 2002, with a view to establishing what has been achieved, challenges experienced and the lessons learnt to inform and form the basis for the country's development agenda as the country transitions to the SDGs.

The strategy focuses on the following broad areas that will guide the transition process in Kenya; mapping of stakeholders and establishing partnerships, advocacy and sensitization, domestication/localization, mainstreaming and accelerating implementation, resource mobilization, and capacity building. Most of the areas identified are interrelated and must be considered holistically at the point of implementation. The majority of the time will be spent on implementation and scaling up with the final years focusing on ensuring full coverage to ensure "*no one is left behind*".

In the transition period, Kenya can capitalize on the available opportunities arising from the implementation of the MDGs. Some of these include: Kenya's past leadership and institutional capacity on the MDGs; consistency of the SDGs with Kenya's political agenda and priorities as stipulated in key policy documents and therefore the SDGs should provide more impetus rather than necessitating a wholesale shift; and the end time of the SDGs coincides with that of the Kenya Vision 2030.

The transition should be geared towards political buy-in while at the same time integrating the SDGs into national and county policy and planning frameworks. The identified interventions will ensure that SDGs are integral part of the development process in all national and county levels planning and budgeting processes and therefore facilitate effective transition from MDGs to SDGs. As has already been mentioned, most of the actions identified are interrelated and must be considered holistically at the point of implementation. The interventions are outlined below.

4.0 KEY INTERVENTIONS

4.1 Mapping of Stakeholders and Establishing Partnerships

4.1.1 Mapping of Stakeholders

The Constitution of Kenya that was promulgated in 2010 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.

Lessons learnt from MDGs implementation 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 will form the foundation for the SDGs implementation if any meaningful dent on development challenges is to be made. More importantly, it has 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. One important first step that must be undertaken is the mapping of all relevant stakeholders who will be involved in the implementation of the SDGs. This is important for translating 17 SDGs into action.

4.1.2 Establishing Partnerships

Given that the nature of the SDGs require multi sectoral approaches for effective delivery, establishing partnerships is critical for delivery of the SDGs. The Kenya government has two levels of government and therefore vertical partnerships of the two levels are critical. Partnerships are regarded as critical for the delivery of the SDGs for the following reasons. First, they create and support the right policy and operational environment in which the SDGs programmes will be delivered. Secondly, partnerships will enhance project design and implementation. Thirdly, it will support programme monitoring and evaluation and finally ensure effective coordination of projects and programmes that best ensures better use of resources.

During the implementation of the MDGs there are a number of partnerships that were established which supported the implementation of the MDGS. One such partnership that should be continued is the partnership with the CSOs. The CSOs played a key role in the advocacy and localization of the MDGs and this is expected to continue as we transit to SDGs.

Apart from continuation of the above partnerships, other partnerships will be established as key

instruments that will support the effective delivery of the SDGs. Some of the proposed partnerships include Development Partners' Coordination Framework targeting development partners supporting the SDGs, partnership with the private sector to deliver results and financing; partnership between the two levels of government, partnerships with communities to ensure that they are involved in all stages of the SDGs process and for ownership; partnership with research institutions to promote science policy interface; partnership with the members of the National Assembly among others. These partnerships will support implementation of the SDGs through project design, financing of projects and programmes implementation and delivery of services.

4.2 Advocacy and Sensitization on SDGs

The level of awareness and sensitization on the SDGs is crucial in their successful implementation and monitoring in Kenya and as in all other parts of the world. There is need to ensure that the general population understands the essence of the agenda, the commitments and role of the governments and their own roles and responsibilities for the sustainable development of their communities. This will ensure that all the stakeholders effectively play their part in the implementation of the SDGs.

Like any other development initiatives, the SDGs may likely attract a certain amount of skepticism and equally it is expected to attract huge buy-in from a wide spectrum of stakeholders. To address these issues, the Government will use strategic communication to reach out to various stakeholders at both the national and county levels. In this regard, the Government will develop a comprehensive Communication and Advocacy Strategy to guide the communication and relationship management with all stakeholders, and to maximize their support during the entire process of implementing the SDGs as well as ensuring stakeholder buy-in. The communication and advocacy strategy will comprise platforms such

as public forums, seminars, workshops, use of social media, news articles, newsletters, billboards, print and electronic media, branded publicity materials among other. The strategy will further be used to guide branding of key initiatives to raise their profile and visibility. Different engagement strategies will be deployed depending on the nature and type of the stakeholder. Additionally, the Government will provide platforms for stakeholder engagement and decision-making.

Effort will be made to ensure availability of technical skills to formulate communication and stakeholder engagement strategies and development of the right communication materials and targeted messages. Some of the key objectives of the advocacy and awareness creation will include: Ensure availability of reliable; up-to-date; adequate, timely and reasonably comprehensive information for SDGs to all stakeholders; Provide at periodic intervals data that will show the general performance of the SDGs indicators at all levels; continue communicating on the 'unfinished business 'of the MDGs with emphasis on the MDG targets that have lagged behind.

Efforts will be made to use prioritized messaging customized for each target group where possible in order to avoid the challenge of communicating such a big number of goals and targets. To effectively reach communities at the grassroots level there will be need to translate the SDGs advocacy and sensitization materials into local languages. Youth and women's organization, civil society organizations, private sector, academia and research institutions, community-based organizations, and development partners among others will all be critical in raising awareness and engaging in advocacy and sensitization around the SDGs. The Kenya National Bureau of Statistics (KNBS) will also be critical in ensuring that accurate data is available and is disseminated to all stakeholders. There is also need to have political buy-in from Parliamentarians on the SDGs through the establishment of a parliamentary caucus to spearhead

and advocate on sustained implementation of the SDGs and ensure adequate funding in the national budget for their implementation. There will be awareness creation through the ambassador scheme for SDGs to popularize the goals.
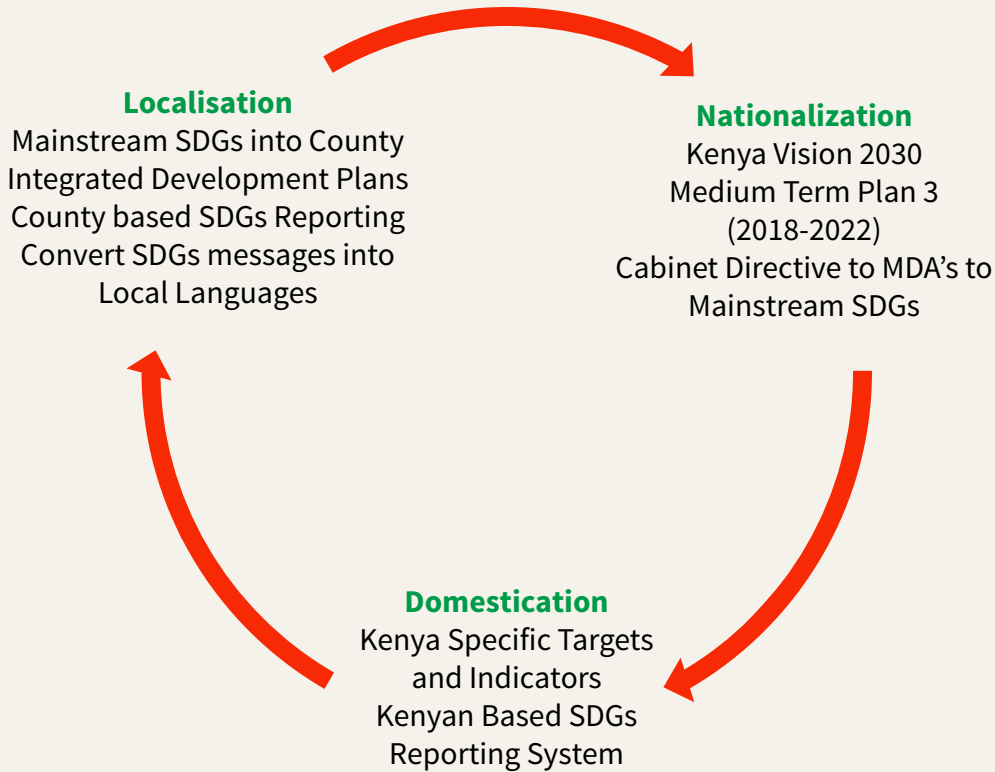
One good lesson learnt from the implementation of the MDGs is that advocacy and sensitization took over eight years with little time left for implementation. A more responsive approach is expected to be adopted for the implementation of the SDGs; meaning that less time but impactful advocacy and sensitization on the SDGs will be adopted while concentrating more time to implementation in order to accelerate achievement of the SDGs.

4.3 Domestication/Localization of SDGS

The SDGs comprise a global development agenda. This 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. The current Kenya's blue print the Kenya Vision 2030 which is implemented through a five year medium term plan has a vision for poverty eradication with a focus on economic transformation and wealth creation. When Kenya embarked on the preparation of the MTP11 and the current CIDPs, post 2015 agenda was still under deliberation and the next goals far from being finalized. However, the consultations that were held brought on board some of the SDGs issues that were captured in MTP II. 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. This will require continued engagement between the government

and UN system and capacity building for localization. There will also be need to hold localization forums which include key stakeholders. Efforts will also be made to ensure alignment of UNDAF, MTP and post 2015 development agenda. The key actors who should play a pivotal role in domestication/localization of SDGs at the County level are the Council of Governors (COG), County Executives and the Members of County Assemblies (MCAs). There is also need for more conversation and engagement amongst stakeholders at the county level.

Mainstreaming of the SDGs into national and county plans is of paramount importance. The Government is committed to ensuring that the SDGs are mainstreamed in the national and county level development frameworks. At the national level, this would need to be done in the Kenya Vision 2030 through the Medium Term Plans (MTPs) and the Sector Plans. At the county level, this would need to be done through the County Integrated Development Plans (CIDPs). There is thus the need for more effort to mainstream SDGs into policy, planning and budgeting processes both at the national and county levels. Once SDGs are mainstreamed in these planning and budgeting processes, action plans for tracking, monitoring and accelerating implementation of lagging MDGs must be developed with the involvement of all relevant stakeholders. This will require the review of MTP II and the current CIDPs and assessing the extent to which the SDGs targets have been addressed and make recommendations for the next round of these documents. Ensuring that the SDGs are mainstreamed in MTPs and CIDPs will ensure implementing projects and programmes geared towards achievement of the SDGs. This also helps in ensuing allocation of adequate funds to the SDGs. The diagram below summarizes the alignment of the goals in to Kenya's Development context.

Localisation
Mainstream SDGs into County
Integrated Development Plans
County based SDGs Reporting
Convert SDGs messages into
Local Languages

Nationalization
Kenya Vision 2030
Medium Term Plan 3
(2018-2022)
Cabinet Directive to MDA's to
Mainstream SDGs

Domestication
Kenya Specific Targets
and Indicators
Kenyan Based SDGs
Reporting System
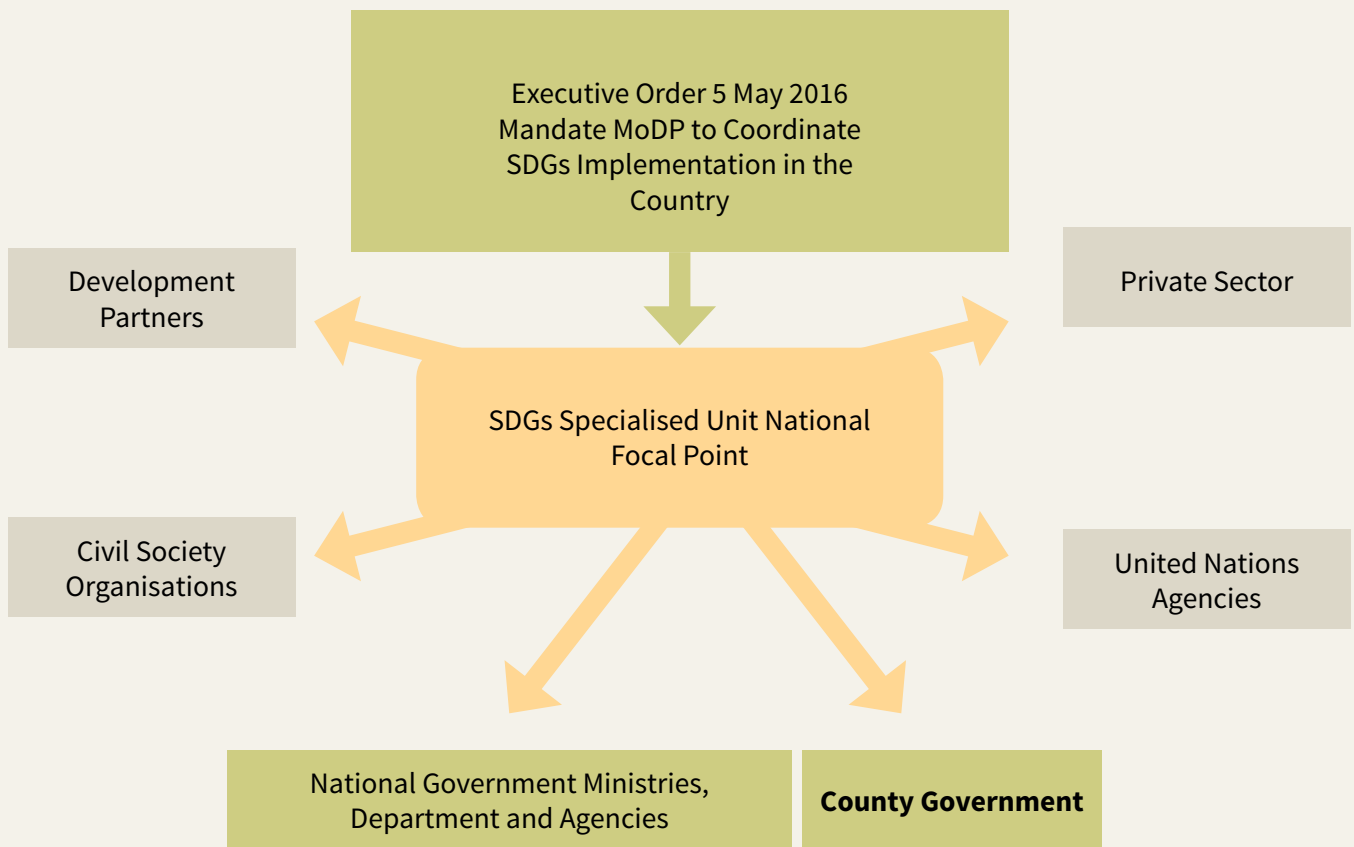
4.4 Resource Mobilization for the Post 2015 Agenda

The successful implementation of the SDGs requires adequate resources. This would require sourcing adequate and alternative financing. There is therefore need to have an in-depth analysis of the existing policy framework to ensure that it takes into consideration emerging issues in the economy. Some of the emerging issues are the elevation of the country into a middle income economy. The rebasing of the economy has had a substantial effect on funding of the social sector in the country. The Government will make deliberate efforts to secure adequate funding on the SDGs both from traditional and non-traditional sources. This will be done through holding consultations/ dialogues on financing sustainable development to exchange insights and best practices on alternative resource mobilization. In addition, since the SDGs are considerably larger in scope than the MDGs other innovative measures will be considered through which additional and prompt financing will be obtained for SDGs programming.

Past consultation with stakeholders which included the funding mechanisms for the SDGs have made clear that all sources of finance both public and private, domestic and international will need to be mobilized, scaled-up and made more effective in support of the new agenda. Some of the strategies that will be put in place include developing and increasing private sector financing for the SDGs, training planning and budgetary officers at both the national and county levels in order to improve on budgeting process and increase funding for the SDGs sectors, engagement of the various government agencies, both in the executive and legislative arms of government on the importance of allocating and ring fencing the funds that are directed to SDGs activities, and seek for stronger collaboration with development partners. The support of civil society organizations will be elicited especially strengthening their participation during the budget Sector Working Group hearings to push for adequate financing of the SDGs.

4.5 Institutional framework

SDGs Institutional Framework In Kenya

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┌─────────────────────────────────┐
│   Executive Order 5 May 2016    │
│   Mandate MoDP to Coordinate    │
│   SDGs Implementation in the    │
│            Country              │
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Development Partners

Private Sector

SDGs Specialised Unit National Focal Point

Civil Society Organisations

United Nations Agencies

National Government Ministries, Department and Agencies

County Government

The successful implementation of the SDGs hinges upon robust institutional framework with distinct but complementary roles, responsibilities and accountability mechanisms. The selection of institutions, mandates and relationships that are tasked with coordinating, planning, implementing and monitoring actions towards the SDGs and ensuring a strong institutional framework will be critical.

There are a number of institutions that will be involved in the SDGs process but the specific mandates, resources and accountability relationships that translate this network of institutions into action on

the ground is what will be important. Of particular importance is the complexity of county relationships with national policy leadership on the SDGs while the responsibility for implementing key actions is mainly at the local level. At the same time, the increased coverage of the SDGs covering new sectors and specifying the means of implementation will require new modes of institutional collaboration.

During the MDGs implementation, a number of institutional structures were put in place. In light of the achievements of these institutions, they will be continued and strengthened where necessary while others will be established to incorporate the broader scope of the SDGs. Emphasis will be paid to ensure that the institutional structures that give the SDGs implementation process a high profile national outlook in government cycles are put in place. In particular the MDGS Project Implementation Unit will be renamed to SDGs Secretariat and strengthened to ensure proper coordination and implementation of the SDGs at the national and county levels with technical and other material support from development partners including the UN system. The SDGs Secretariat will continue to be the focal point for coordination of SDGs in the Country.

The Inter-Agency Technical Working Group which consists of officers from the key MDGs implementing Ministries is one of the partnerships arrangements that have been strengthened. This is expected to provide strategic oversight on SDGs programme design and implementation as well as making decisions on strategic programme choices at the national level. This will also be responsible for delivering specific goals and targets. This group will meet and agree on a coordinated delivery schedule of programs and ensure effective implementation and reporting. It will also be charged with the responsibility of ensuring that various MDAs implement the SDGs and report on the implementation progress in a timely manner. It will also be used as a forum to share information where necessary.

Following the Intergovernmental Relations Act 2012 and the structures created thereof, the Ministry will take advantage of structures that exist. The Summit and the InterMinisterial Forum will provide critical linkage with the County Governments. Furthermore, to ensure proper coordination and implementation of the SDGs at the national and county levels and between the two levels of Governments, the county governments will be facilitated to establish within the Secretariat of the Council of Governors SDGs liaison Office (SLO). In addition, a SDG Focal Point in each county will be appointed in consultation with each County Government in order to facilitate smooth implementation at the county level. The SLO will work with SDGs Secretariat at the Ministry of Devolution and Planning (MoDP). With the formation and operationalization of County Governments the country is expected to benefit from *Devolution as a new fit* for fast tracking development.

The private sector coordination will be an important aspect in SDGs implementation. Measures will also be put in place to ensure improved coordination mechanisms to overcome the silo approach. A more expanded and deepened private sector collaboration will be sought under an institutional structure that brings together key stakeholders such as Kenya Private Sector Alliance(KEPSA), Kenya National Chamber of Commerce and Industry (KNCCI), Kenya Association of Manufacturers (KAM), United Business Association (UBA) among others.

Civil society organizations are also critical stakeholders in the SDGs and their linkage will be through their own institutional structure. During the MDGs period they were organized under the Global Coalition for Action Against Poverty (GCAP) and it's expected that an SDGs forum will be created and strengthened in order to play its part effectively.

4.6 Tracking and Reporting

4.6.1 SDGS Indicators

The Kenya National Bureau of Statistics should take a lead role in alignment to global indicators and/or development of the SDGs indicators to fit the country context. The SDGs targets and indicators will be integrated into the appropriate development plans including sector plans and budgets at both national and county levels as well as implementation; monitoring and evaluation frameworks. The SDGs indicators will be integrated in regular surveys. A National stakeholders' forum should then be constituted to share and finalize the indicators. The indicators should take into consideration what other Governments are doing in the regional and global fronts. There is need to involve the public in all stages of the indicators development so as to be able to conceptualize the indicators during the implementation phase of the SDGs.

4.6.2 SDGS Data for Monitoring

Monitoring and evaluation is important during implementation of the SDGs. The SDGs being considerably larger than the MDGs implies that assessing progress towards the SDGs will rely on an even more elaborate system of measurement, covering more sectors and more indicators. There is an urgent need, therefore, for an increase in both the quantity and quality of data which is disaggregated. This will require strengthening national statistical

capacities and geospatial information systems for the collection, analysis, production and dissemination of disaggregated data.

There will be need to align the National Integrated Monitoring and Evaluation (NIMES) with the SDGs. Making and measuring progress against the SDGs will require more systematic, consistent and judicious collection and use of data. The starting point will be putting in place institutional coordination framework between the relevant stakeholders including the MDAs, Monitoring and Evaluation Directorate and the Kenya National Bureau of Statistics. This will be facilitated by KNBS undertaking SDGs indicator mapping exercise

that will involve critical stakeholders. The data will also need to be disaggregated in order to support evidence based planning.

Encouraging the use of the already existing data by the interested stakeholder at both the national and county levels will also be a priority. This will entail ensuring that the stakeholders are familiar with the existing data sources, how to access it and provide them with the basic skills on how to interpret and analyze it.

In the longer term, there will be need to strengthen the collection of administrative data. Key administrative data sets will need to be improved. This will require

strengthening data collection at the both the national and county levels through identifying the key challenges of the administrative data and addressing them. This will require close intergovernmental collaboration and capacity building.

In order to improve on the quality of data, the national research institutions including the universities will be engaged to assist in the process. This will require establishing data collection and analysis in partnership with Kenyan universities.

4.6.3 Monitoring and Reporting

There are a number of lessons learnt from the MDGs that can be carried forward to support performance under the SDGs. There will also be need to put in place SDGs –wide monitoring and evaluation platform which will cover all the activities that contribute to the achievements of the SDGs. There is need to expand the scope to include the quality and the impact of these to the community.

To facilitate effective Monitoring and Evaluation (M&E), baseline data on the Sustainable Development Goals is important before the implementation phase of the SDGs. This would provide a basis for tracking progress during the implementation phase of the SDGs. There is need for surveys to generate county specific SDGs baseline data. The Kenya National Bureau of Statistics (KNBS) should lead in collection of data on the SDGs. The Monitoring and Evaluation Directorate (MED) will be critical in continuous monitoring and evaluation of ongoing programs and activities to ensure they contribute to the attainment of the SDGs goals and targets.

4.7 Capacity Building

For the successful delivery of the 2030 agenda, there is need to have both sufficient numbers of technical staff and the appropriate skills that are needed for executing the job. The transition from the MDGs to the SDGs programming requires an assessment of the human capital that is available to implement the SDGs program. Training and capacity building of staff involved in the delivery of the MDGs needs to continue during the SDGs programming period. The training will incorporate technical skills needed to deliver the SDGs. It will target those charged with various roles and responsibilities at national and county level including coordination, planning and budgeting, implementation, statistical capacities, monitoring and evaluation and reporting. Emphasis will be given to the Training of Trainers (TOTs). There will also be need to ensure provision of appropriate equipment and tools. Options will also be explored on funding of specialized posts/services when need arises. The Ministry of Devolution and Planning in collaboration with Kenya School of Government, UNDP and other stakeholders will develop a curriculum to be used in training of the various stakeholders.

Annex 1: Key Strategies and Activities for Transitioning from MDGs to SDGs

Strategies	Activities	Timeframe[1]	M&E indicators	Responsibility
Enhanced Partnerships with all stakeholders; public sector, civil society, and private sector	1. Review and identify key MDAs responsible for delivering on the SDGs goals	2016	Number of MDAs Identified to deliver on SDGs	Enablers Coordination Department
	2. Establish and induct an Inter Agency Technical Working Group	2016	Officers nominated Induction workshop held.	Enablers Coordination Department UN
	3. Review and identify key partners/development partners with interest in delivering the SDGs	2017-2018	List of development partners produced	Enablers Department, Inter Agency Technical Working Group UN
	4. Establish Partner coordination group	2017-2018	Partners coordination group established	Enablers Coordination Department, Inter Agency Technical Working Group UN
	5. Develop an engagement and coordination framework for the stakeholders	2017-2018	Draft coordination framework document produced	Enablers Coordination Department, Inter Agency Technical Working Group UN
	6. Reposition county governments as the SDGs implementers	November 2017-2019	Report on county government engagement produced???	Enablers Coordination Department, Inter Agency Technical Working Group UN, county governments
	7. Map key communities to establish consultative partnerships for continued engagement	2017and onwards	Mapping report on community consultative partnership in place.	Enablers Coordination Department, Inter Agency Technical Working Group UN, county governments
	8. Conduct mapping of the private sector organizations to determine the organizations with interest in delivering the SDGs	2017 and onwards	Mapping report on private sector organization produced	Enablers Coordination Department, Inter Agency Technical Working Group
			Number of forums for private sector held	Enablers Coordination Department, Inter Agency Technical Working Group
	9. Develop the appropriate materials for engaging with the stakeholders	2017 and onwards	Number of IEC material developed	Enablers Coordination Department, Other stakeholders

Strategies	Activities	Timeframe[1]	M&E indicators	Responsibility
Advocacy and Sensitization on SDGs	10. Develop Communication and Advocacy Strategy	2017	Communication and Advocacy Strategy Developed	Enablers Coordination Department
	11. Develop appropriate communication materials around the SDGs at; - all levels of government - for all coordinating MDAs - For partnerships	2017 -2018	Appropriate materials in place Forums held	Enablers Coordination Department Inter Agency Technical Working Group Communication department
	12. Undertake branding by developing a localized SDGs symbols	2017-2018	Localized SDGs symbols in place	Enablers Coordination Department
	13. Attend UN/Pan Africa events relevant to SDGs to enable peer learning	When conferences and training becomes available	Back to office report New ideas domesticated	Enablers Coordination Department Communication Department
	14. Set up an ambassador scheme for SDGs	2017 and onwards	Ambassador Scheme in place	Enablers Coordination Department Inter Agency Technical Working Group County Government
	15. Engage stakeholders on the agenda	2017 and onwards	Forums held, materials in place	Enablers Coordination Department, communication department Inter Agency Technical Working Group
Domestication/ Localization of SDGS	16. Cabinet memo on positioning of the SDGs in Kenya	2016	Cabinet memo in place	Enablers Coordination Department Cabinet office
	17. Hold technical meetings to mainstream SDGs in Vision 2030 Medium Term Plans	2017 and onwards	Number of forums held	Enablers Coordination Department Inter Agency Technical Working Group Economic Development Coordination Department
	18. Hold technical meetings to mainstream SDGs into County Integrated Development Plans	2017 and onwards	Number of forums held	Enablers Coordination Department Inter Agency Technical Working Group Economic Development Coordination Department COG County Government
	19. Undertake capacity building for localization at both national and county levels	2016 and onwards	Number trained at county and national level	Enablers Coordination Department KSG Inter Agency Technical Working Group
Resource Mobilization for the Post 2015 Agenda	20. Conduct mapping and engage stakeholders to deliver on the SDGs	2017 -2018	Mapping report on the private sector produced	Enablers Coordination Department, Inter Agency Technical Working Group NESC Investment promotion Council
	21. Engage the stakeholders	2016 and onwards	Number of forums held	Enablers Coordination Department NESC Investment Promotion Council

Strategies	Activities	Timeframe[1]	M&E indicators	Responsibility
	22. Conduct a studies on SDGs including alternative sources of funding	2017 and onwards	Study report produced and disseminated	Enablers Coordination Department KIPPRA
	23. Strengthen the budgetary process at the two levels of government through training the planning and budgetary officers at the two levels of government	2016 and onwards	Number of capacity building sessions conducted	Enablers Coordination Department, national and County Governments, KSG
Institutional framework	24. Set up relevant institutions	2016 and onwards	Number of institutional platforms based on thematic areas in place	Enablers Coordination Department Inter Agency Technical Working Group
	25. Establish a platform for collaboration between the national and county governments on SDGs	2017-2018	Platform for collaboration in place	Enablers Coordination Department Inter Agency Technical Working Group COG
Tracking and Reporting	26. Conduct KNBS indicator mapping	2016	KNBS indicator mapping report in place	Enablers Coordination Department, KNBS
	27. Review the national statistical system in light of the SDGS	2017-2018	Report produced	Enablers Coordination Department, Monitoring and Evaluation Department KNBS
	28. Action plan to improve data collection and quality on existing indicators	2016 and onwards	Action plan developed	Enablers Coordination Department KNBS
	29. Review existing M&E framework to ensure it covers new sectors	2017-2018	M&E framework expanded to cover new sectors	Enablers Department KNBS M&E department
	30. Establish online system for data sharing	2017 and onwards	online system for data sharing in place	Enablers Coordination Department KNBS M&E department
	31. Capacity building on data collection ,analysis and interpretation	2016 and onwards	Number of staff trained, equipment purchased	Enablers Coordination Department KNBS M&E department
	32. Identify additional SDGs relevant data sources held in international domain	2017 and onwards	Number of new data sources established	Enablers Coordination Department KNBS
	33. Establish research and data partnerships with research institutions	2017 and onwards	Number of partnership established with research institutions including the universities for data collection and analysis	Enablers Coordination Department ,KNBS
	34. Prepare progress reports on SDGs	2017 and onwards	Annual progress reports Reports for the UNGA	Enablers Coordination Department Inter Agency Technical Working Group

Strategies	Activities	Timeframe[1]	M&E indicators	Responsibility
Capacity building	35. Strengthen the institutional capacity to deliver on SDGs	2017 and onwards	Equipment procured Staffing levels of the Department	Enablers Coordination Department
	36. Conduct a training needs assessment	2017-2018	Training Needs Assessment Report produced and disseminated	Enablers Coordination Department DPSM
	37. Develop a training manual	2016- 2017	Training manual in place	Enablers Coordination Department Economic Development Coordination Department KSG
	38. Identify stakeholders with interest in specific sectors and engage them to request for technical support	2017 and onwards	Report produced and commitment made	Enablers Coordination Department Technical Working Group

Annex 2: Sustainable Development Goals

Goal 1   End poverty in all its forms everywhere

Goal 2   End hunger, achieve food security and improve nutrition and promote Sustainable agriculture

Goal 3   Ensure healthy lives and promote well-being for all at all ages

Goal 4   Ensure inclusive and equitable quality education and promote lifelong learning Opportunities for all

Goal 5   Achieve gender equality and empower all women and girls

Goal 6   Ensure availability and sustainable management of water and sanitation for all

Goal 7   Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8   Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9   Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10   Reduce inequality within and among countries

Goal 11   Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12   Ensure sustainable consumption and production patterns

Goal 13   Take urgent action to combat climate change and its impacts*

Goal 14   Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15   Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16   Promote peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17   Strengthen the means of implementation and revitalize the global partnership

Roadmap to Sustainable Development Goals (SDGs)

Kenya's Transition Strategy

Ministry of Devolution
and Planning

UNDP

50 YEARS

Empowered lives. Resilient nations.