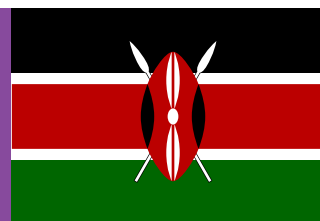# KENYA

ESO AND BMO POLICY ADVOCACY TOOLKIT

Strengthening the capacity of Entrepreneurship Support Organizations and Business Associations through an advocacy manual creation and programmes delivery support

CONTENTS

FOREWORD

The Business Member Organization (BMO) and Entrepreneurship Support Organization (ESO) policy advocacy toolkit is a valuable resource that will empower Micro, Small and Medium Enterprises (MSMEs) and support stakeholders to play a more active role in shaping the policies that affect their businesses at national and county levels of government in Kenya. By equipping BMOs, ESOs and MSMEs with the knowledge and tools necessary to advocate for their interests, the manual will help to create a more conducive business environment and promote the growth and development of the Kenyan economy.

The toolkit main objectives are : to empower ESOs, BMOs and MSMEs to understand the policy-making process and advocate for their interests effectively, enhance policy advocacy skills by equipping MSME ecosystem stakeholders with the skills and knowledge needed to engage with policymakers and influence policy decisions., promote a conducive business environment through advocacy for policies that create a favourable business environment for MSMEs, including access to finance, markets, and infrastructure and foster stakeholder collaboration including government, ESOs, BMOs, MSMEs and development partners.

The toolkit targets MSME owners and managers, ESOs, BMOs, CSOs and policymakers involved in the development and implementation of MSME polices.

ACKNOWLEDGEMENTS

INTRODUCTION

Background to TEI IYBA-SEED Project
Investing in young businesses in Africa for more resilient and inclusive economies

The working population on the African continent is expanding rapidly, with a projected increase of 450 million people by 2035, according to the World Bank. However, projections estimate that the continent's economies will produce only 100 million new jobs over this period. This gap represents a major challenge for African economies.

While the entrepreneurial spirit is omnipresent in Africa today - one African in five sets up his or her own business - the continent's young businesses and entrepreneurs encounter a number of obstacles on their entrepreneurial journey, all of which challenge the development of their project and the creation of jobs: financing, support, cultural or social barriers (particularly for women), regulations and public policies that can hinder business creation, etc.

It is against this backdrop that the EU has launched the TEI IYBA Team Europe Initiative *Investing in Young Businesses in Africa* to combine the resources and expertise of various actors for greater efficiency and impact with the objective of supporting startups and young entrepreneurs to launch and develop sustainable, inclusive and job-creating businesses.

IYBA-SEED is part of the third building block of the TEI IYBA, supporting entrepreneurial ecosystems and ecosystem actors, with a special emphasis on improving their support to women and young entrepreneurs.

Supporting the development of entrepreneurial ecosystems

IYBA-SEED is a European multi-partner programme that mobilises resources and expertise for greater efficiency and impact. IYBA-SEED is funded by the European Union and the French, German and Slovak governments, and implemented by five agencies: Expertise France (France), Enabel (Belgium), GIZ (Germany), SAIDC (Slovakia) and SNV (the Netherlands).

It contributes to building resilient economies and creating decent jobs for young people and women, by strengthening entrepreneurial ecosystems and improving access to development services for businesses in the (pre) seed phase, in promising sectors such as agriculture and agribusiness, tourism, mobility, digital, finance, creative and cultural industries and green and circular economy.

IYBA-SEED works in partnership with 5 countries: Benin, Kenya, Senegal, South Africa and Togo.

IYBA-SEED in Kenya

In Kenya, GIZ has the role of Country Lead and is complemented by SNV and SAIDC as Deputy Country Lead in the implementation of the program. Together, these organizations collaborate closely to foster the growth and sustainability of women and youth-led businesses in Kenya, leveraging their respective expertise and networks to maximize impact in promising sectors, such as the green and circular economy, agriculture, blue economy, digital, infrastructure development, financial services, and manufacturing sector, etc.

IYBA-SEED targets

Players in the entrepreneurial ecosystems of the partner countries are support structures, funding players, institutional partners, public agencies, innovation clusters, incubators and accelerators, academic networks, foundations, civil society players, etc. Young people and women are the indirect beneficiaries of the project.

The primary participants of the project are referred to as "SEED beneficiaries" and are defined as (1) businesses and entrepreneurs in the very early (i.e. pre-seed) and early (i.e. seed) stages of business development (2) led by young entrepreneurs (18-35 years old) and (3) women entrepreneurs.

Our four areas of intervention

Capacity Development and Networks
Strengthening and connecting entrepreneurship ecosystems

Business Environment
Contributing to conducive rules, regulations and policies

Entrepreneurial Culture
Promoting entrepreneurial culture

Ecosystem Mapping and Knowledge Sharing
Compiling and disseminating knowledge, lessons learned, and best practices

1. POLICY TOOLKIT CONTEXT

1.1 ESO and BMO policy toolkit value proposition

In Kenya, Entrepreneurship Support Organisations (ESOs) and Business Associations play a crucial role in supporting and nurturing young businesses owned by youth and women. However, they face several challenges when it comes to conducting advocacy on behalf of these businesses:

- **Limited Resources:** Many ESOs and Business Associations in Kenya operate with limited financial resources, which constrains their ability to engage in effective advocacy efforts. This limitation may hinder their capacity to influence policies and regulations that are favourable to youth and women-owned businesses.

- **Fragmentation and Coordination Issues:** The entrepreneurship ecosystem in Kenya is often fragmented, with various actors operating independently. This lack of coordination can lead to duplication of efforts and ineffective advocacy strategies.

- **Lack of Capacity and Expertise:** Some ESOs and Business Associations may lack the necessary expertise and capacity to engage in advocacy activities effectively. This includes skills such as policy analysis, lobbying, and coalition-building, which are essential for influencing decision-makers and driving meaningful change.

- **Limited Understanding of Policy Processes:** Many ESOs and Business Associations may struggle to navigate the complex policy processes in Kenya, including legislative frameworks and regulatory procedures. This lack of understanding can hinder their ability to effectively advocate for policy reforms that address the specific needs of young businesses owned by youth and women.

- **Insufficient Data and Research:** Effective advocacy often relies on credible data and research to support policy recommendations and arguments. However, Entrepreneurial organisations in Kenya may face challenges in accessing relevant data and conducting comprehensive research on the challenges faced by youth and women-owned businesses. This lack of evidence-based advocacy can weaken their advocacy efforts and limit their impact on policymakers.

There is therefore a clear need to develop a toolkit to support Entrepreneurship Support Organisations and Business Associations in Kenya in effectively carrying out advocacy and policy influencing on behalf of young businesses owned by youth and women. The proposed manual espouses to include resources and guidance on strategic planning, stakeholder engagement, communication strategies, and monitoring and evaluation. SNV envisions that by equipping ESOs and Business Associations with the necessary tools and resources, they can enhance their advocacy and policy influencing efforts and contribute to creating a more supportive environment for youth and women entrepreneurs in Kenya.

1.2 Toolkit development methodology

The policy toolkit was developed mainly through a combination of (1) identified policy advocacy needs of ESOs, BMOs and MSMEs both national and selected counties of Kisumu, Nakuru and Uasin Gishu and (2) identified policy gaps in the county governments of Uasin Gishu, Kisumu and Nakuru counties trade sectors (3) review of 5 sample policy toolkits with a focus on format and content flow to establish ease of use.

A policy gap capacity needs assessment was conducted that sampled 42 ESOs and BMOs with operations in Kisumu, Nakuru and Uasin Gishu counties as well as policy gap assessment of the county governments of Uasin Gishu, Kisumu and Nakuru counties.

1.3 MSME-ESO-BMO policy recommendations

Recommendations from user needs identified the following policy challenges that the toolkit needed to address as (1) defining what policy advocacy is (2) Understanding of budget making process at the counties and how to engage (3) understanding of program development, implementation and evaluation at the counties and effective engagement with the process i.e. County Integrated Development Plans (CIDP) and annual development plans (ADP) (4) National government affirmative action fund (NGAAF) through working with legislators (5) County tariff regulations e.g. introduction of land rates to free hold lands is detrimental.

1.4 County Government policy priority needs

The county governments of Uasin Gishu, Kisumu and Nakuru trade sectors put forward policy priority areas that they need support in to ensure better support and service delivery to MSMEs.

1.4.1 Uasin Gishu County

- **Investment policy**- County government has a draft policy on investment that needs review (before cabinet approval) and staff capacity building on policy development and stakeholder sensitization. County needs support in development of resource map and investment handbook.

- **Trade policy**- Although the county has a trade and markets act that's currently in review stage, support is needed in establishment of trade policy to guide the sector ensuring to include gender mainstreaming.

- **Licensing**- The county requires support in reviewing the licensing act to enable better support to MSMEs in the county.

- **Tourism policy**- The county has the Uasin Gishu tourism Act that they operate on and mandates establishment policy and framework to support significant growth of the tourism sector at the county. There is need for support in reviewing the draft tourism policy ensuring it captures emerging trends in the sector such as pandemics and climate change, among others. Further consideration in the policy must be the inclusion of local community in county tourism planning.

1.4.2 Kisumu County

- **Market management policy**- The county needs support in the review of the current market management policy and subsequent regulations that will help in running the 280 existing markets.

- **Local sourcing policy**- The county requires support in the establishment of a local sourcing policy and supporting regulations that aims to catalyse prioritization of local MSMEs in procurement opportunities in both public and private sector.

- **County enterprise fund regulation**- The county needs support in taking the regulations through validation in both county assembly and the executive through sensitization campaigns and workshops.

- **MSME Trade fair**- The county government of Kisumu desires support in sponsoring Kisumu based MSMEs to attend the annual East African trade fair taking place in Juba.

1.4.3 Nakuru County

The county government of Nakuru expressed a trade and investment policy to anchor exisiting legislations and regulations within trade being : Nakuru county Trade act 2020, Nakuru county trade regulations 2021, Nakuru enterprise fund act 2020, Nakuru enterprise fund regulations 2021. Further support is needed in reviewing of the current wet market policy that is in draft.

The toolkit development process involved a review of (1) WWF Policy Advocacy toolkit (2) Tearfund Advocacy toolkit (3) National Advocacy Toolkit: Global Network of Civil Society Organisations for Disaster Reduction (GNDR) (4) United Nations Educational, Scientific and Cultural Organization Policy Advocacy Toolkit for youth and (5) HIVOS Advocacy Toolkit with a focus on format and content flow to establish ease of use (Appendices).

1.4.4 Kenya's policy landscape

The section is underpinned on the need by MSME, ESO and BMO to understand Kenya's MSME policy topography, government policy and legislative processes to effectively engage in policy advocacy using the policy toolkit in addressing the plight of SEED beneficiaries i.e. women- and youth-led MSMEs.

The policy landscape section covers: Vision 2030, Medium Term Plans, MSME policy and legislative framework, Government interventions towards strengthening MSMES sector, Key Government MSME Programs and Initiatives, Budget Making Process at the national and county government, Public Policy Formulation Process in Kenya and procedure of passing a bill in parliament and county assembly.

The Kenya Vision 2030 is the country's long-term development blueprint aimed at transforming the country into a newly industrializing middle-income country providing a high quality of life to all its citizens in a clean and secure environment by the year 2030. The Vision 2030 comprises three pillars, namely: Economic, Social, and Political, which are anchored on Foundations/or Enablers.

The Kenya Vision 2030 has guided development planning since 2008 with Implementation of the Vision 2030 being through successive five-year Medium-Term Plans (MTPs): First MTP 2008-2012; Second MTP 2013-

2017; and Third MTP 2018-2022 all leading to Kenya attaining lower middle income country status in 2014.

The implementation of MTP III came to an end on 30th June 2023, ushering in the implementation of the Fourth Medium Term Plan (MTP IV), which has been aligned to the aspirations of the Kenya Vision 2030 and the Kenya Kwanza Bottom-Up Economic Transformation Agenda (BETA) planning approach and its key priorities.

The MTP IV is the last five-year Medium-Term Plan of the Kenya Vision 2030 whose end will leave only two (2) years to the conclusion of the Kenya Vision 2030; a twenty-two (22) year long-term blueprint and ushering in of the conversation regarding the approach to the next long-term development plan.

The Fourth Medium Term Plan, 2023-2027 themed: 'Bottom-Up Economic Transformation Agenda for Inclusive Growth' espouses to achieve its objectives through targeted investments in five core pillars, namely: Agriculture; Micro, Small, and Medium Enterprise (MSME) Economy; Housing and Settlement; Healthcare; and Digital Superhighway and Creative Economy.

The Fourth Medium Term Plan key priorities are clustered under five key sectors, namely: Finance and Production; Infrastructure; Social; Environment and Natural Resources; and Governance and Public Administration.

Table 1: MTP IV priority sectors

Finance & Production	Infrastructure	Social	Environment & Natural Resources	Governance & Public Admin
The key priorities and interventions in the finance and production sector focus on the following value chains: Livestock comprising leather and leather products and dairy; Crops comprising tea, edible oils, rice; textile and apparel; and Construction/building materials	The infrastructure sector seeks to: enhance transport connectivity by constructing 6,000km of new roads, maintaining rural and urban roads, rail, air and seaport facilities and services; expand communication and broadcasting systems; and promote development of energy generation and distribution by increasing investments in green energy (geothermal, wind, solar and hydro).	The social sector identifies seven key priority areas, namely: Universal Health Coverage (UHC); Social Protection; Human Capital Development; Science Technology and Innovation; Digitalization; Economic Empowerment; and Population and Development.	The sector focuses on natural resource conservation, restoration and management; sustainable waste management and pollution control; sustainable exploitation of natural resources and blue economy; and tourism promotion and marketing.	The governance and public administration sector prioritises strengthening of security capabilities through recruitment of additional police, prison and military officers and expansion of prison, police and military infrastructure and equipment.

Source: Medium Term 4 2023-2027 National Treasury Kenya

2. KENYAN MSME CONTEXT

2.1 Kenyan MSME policy and legislative framework

The Kenya Vision 2030 aims to transform the economy into an industrialized upper middle-income country by the year 2030 offering high quality of life to all citizens. The MSMEs sector under the economic pillar is identified as the major driver of industrialization since it accounts for significant proportions of priority sectors (Trade, manufacturing, agriculture and livestock, tourism, and financial services) under the economic pillar. It also supports the finance and production sector of the Bottom-Up Economic Transformation Agenda (BETA).

MSMEs also account for 90% of private sector enterprises providing opportunities for inclusive development, particularly under the devolved governance structure. The sector also provides opportunities for absorbing low-skill and economically excluded segments of the labour force, especially youth, women, those with low levels of education, and persons with disabilities (MSEs Policy 2020).

According to the Kenya Population and Housing Census (2019), 76 percent of the population were aged below 35 years rising demand for job opportunities. Further, those aged 15-34 years represent 36 percent of the population while in terms of labour, 2.6 million (44 percent female and 68 percent youth) of the economically active are seeking employment. Most youth are thus unemployed. However, a significant proportion of the labour force derive their livelihood from the MSE sector.

Micro and Small Enterprises (Development Fund) Regulations 2022; Micro and Small Enterprises (Infrastructure) Regulations 2022; Proposed Amendments to the Micro and Small Enterprises (Registration) Regulations, 2022; Republic of Kenya. Cabinet Memorandum on the proposed Small Business Development Centres (SBDCs) in Kenya (November 2023); and Sessional Paper No. 05 of 2020 on Kenya Micro and Small Enterprises Policy for Promoting Micro and Small Enterprises (MSEs) for Wealth and Employment Creation (September 2020).

The policies supporting the sector include Kenya Micro and Small Enterprises Policy (2020); Kenya Youth Development Policy (2019); Kenya National Trade Policy (2016); and Kenya National Industrialization Policy (2012). The sector is also supported by the Buy Kenya Build Kenya Strategy; Access to Government Procurement Opportunities (AGPO) Program; among others sector-specific policies and strategies, Acts, international treaties, and conventions.

Legal frameworks and enabling documents for the Kenyan MSMEs sector include:

- **The Micro and Small Enterprises Act of 2012:** Taking cognizant of the vital role of MSMEs, Parliament enacted this act to empower, promote, develop, and regulate micro and small enterprises (MSEs) within the country. In 2012, This legislation serves as a roadmap to nurture, develop, and regulate MSEs. The Act acknowledges the unique challenges faced by small businesses and offers a helping hand. It established the Micro and Small Enterprises Authority (MSEA) as a central figure. This Authority acts as a champion for MSEs, implementing strategies to boost their competitiveness, secure access to financial resources, and open doors to new markets. The Act also prioritizes innovation and technology adoption, recognizing

their potential to propel small businesses forward. It doesn't stop there. The legislation also emphasizes capacity building and fostering a spirit of entrepreneurship within Kenya. Additionally, it safeguards MSEs from unfair practices, ensuring a fair and supportive environment where they can flourish.

- **The Policy Guidelines for the Formalization of Micro-Small, and Medium-Sized Enterprises (MSMEs) in Kenya:** The guidelines highlight the critical role of formalization in enabling MSMEs to access broader markets and resources. It also provides strategic directions to facilitate the transition of informal MSMEs into the formal sector. Key recommendations include simplifying the registration process, offering support mechanisms like training and financial access, and implementing incentives such as tax benefits and streamlined regulatory requirements.[1]

- **The Sessional Paper No. 05 of 2020 on Kenya's Micro and Small Enterprises Policy:** The outlines a national policy focused on promoting wealth and job creation through MSEs. It emphasizes enhancing their competitiveness and productivity through improved market access to finance and technology, fostering a supportive business environment, and encouraging the formalization of informal businesses.

- **The Micro and Small Enterprises (Registration) Regulations, 2022:** This regulation seeks to make registration more efficient and accessible.[2] This includes streamlining paperwork, reducing fees, and introducing digital platforms for easier compliance. The goal is to encourage informal businesses to formalize, benefitting from better regulation and support.

Other supporting documents

- **The Department of Economic and Social Affairs of the United Nations Secretariat:** The document outlines a comprehensive global framework to support the development of micro, small, and medium-sized enterprises (MSMEs). The department emphasizes the role of MSMEs in promoting sustainable development and inclusive economic growth. It urges member states to incorporate MSME development into their national economic policies, fostering international cooperation and partnerships to bolster MSME capabilities.

- **In the Federation of Kenya Employers & The Informal Economy in Kenya, the March 2021 Report:** The Federation of Kenya Employers tackles the challenges of the informal economy, particularly for MSMEs. Their report identifies limited access to finance, markets, and training as significant hurdles. The report advocates for employer involvement in supporting the formalization of informal MSMEs and calls for policy reforms to make this transition smoother. Collaboration between government, private sector, and civil society is highlighted as essential for effective support.

- **The Kenya Small Business Development Centres:** Empowering Micro, Small and Medium Enterprises Report: This report highlights the best practices and successful models observed in U.S. Small Business Development Centres. It emphasizes the importance of mentorship, networking, and technology access for MSMEs. The report outlines plans to implement new initiatives in Kenya, such as enhanced business advisory services and improved financing options, based on the U.S. experience.

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1. The United Nations Department of Economic and Social Affairs

2. The Proposed Amendments to the Micro and Small Enterprises (Registration) Regulations, 2022

The Ministry of Co-operatives and Micro, Small and Medium Enterprises Development's Concept Paper on the Establishment of Small Business Development Centres (SBDCs) in Kenya (March 2024): The concept paper outlines a strategic plan for setting up SBDCs across the country. These centres aim to provide comprehensive support services to MSMEs, including business advisory, training, mentorship, and access to financial resources. The concept paper emphasizes creating a robust network of SBDCs to empower MSMEs, fostering entrepreneurship and innovation.

2.1.1 Situational analysis

Under the MSEA Act (2012), and the Public Finance Management (Amendment) Act, (No 2) of 2020, MSMEs are classified by either their annual turnover, the number of employees engaged or by their total financial investment as presented in Table 2.

Table 2: MSME classification

Category	Sector	Annual Turnover (KSh)	No. of employees	Asset/Investment (KSh)
Micro	All	≤ 500,000	<10	N/A
Small	All	500,000 < x <5,000,000	10< x <49	N/A
Medium	Manufacturing	5,000,000< x <100,000,000	50< x <250	125,000,000
	Service/farming	5,000,000< x <100,000,000	50< x <250	250,000,000
	Other	5,000,000< x <100,000,000	50< x <250	As determined by Cabinet Secretary

Source: Micro and Small Enterprises Act (2012)

According to the MSE Survey (2016) survey on MSMEs, there were over 7.4 million MSMEs in Kenya employing over 14.4 million Kenyans across all sectors of the economy. Further, MSMEs contributed approximately 33.8 % to the national GDP in 2015. Financing by, and of MSMEs, thus remains critical to their sustainability and their contribution to Kenyan's livelihoods and economy. MSMEs cover a range of establishments in almost all sectors of the economy. However, most operate informally. It is also estimated that the ten million informal MSME operators and workers generate less than KSh 5,000 income per month on average, which is below the living wage for one person. This reflects the hostile environment that they operate in, criminalization of their enterprises (e.g., hawkers), as well as disguised unemployment.

In addition, only 0.25% of MSMEs transition from micro to small and small to medium per year as compared to 5% vertical growth per year for newly industrialized countries. The slow vertical growth of MSMEs in Kenya is attributed to the absence of concrete policies, strategies, and programmes for supporting MSMEs' growth and internationalization. In terms of level of education, out of the 1.9 million MSME operators, 4.9%

are degree holders, 9.5% are diploma holders and 32.2% are Kenya Certificate of Secondary Education (KCSE) holders while 42.9% hold a Kenya Certificate of Primary Education (KCPE). This implies that 75.1% of the MSMEs are not certified with technical qualifications. Yet they have an average of 7 – 9 years of business experience that can be recognized as prior knowledge. Business-to-business (B2B) linkages enhance growth and expansion through the acquisition of appropriate technology, market, and equity finance. However, only 5% of the all MSMEs develop vertical B2B linkages per year as compared to 2% for formal MSMEs. This low level of B2B linkage is attributed to inappropriate mechanisms and programmes for supporting vertical B2B linkages.

In terms of financial access, as at December 2022, there were 1.18 million active MSME loan accounts in the banking sector valued at KSh. 783.3 billion. This was a 29% increase from 915,115 active loan accounts valued at KSh. 638.3 billion as at the last MSME lending survey in 2020 (CBK 2023). The proportion of the MSME loans by value to the total banking sector loan portfolio increased to 21.3 percent up from 20.9 percent in December 20220. In addition, the value of MSME loans by commercial banks and mortgage finance companies as at December 2022 amounted to KSh. 750.3 billion or 96 percent of the total MSME loan portfolio while loans held by MFBs were 32.98 billion or 4 percent. Medium-sized enterprises held the biggest portion of 750.3 billion held in commercial banks at 440.1 billion.

Followed by small enterprises and micro-small enterprises at KSh.234.9 and KSh. 75.3 billion respectively. However, of the 32.98 billion lent by MFBs, small enterprises held the highest amount at KSh. 14.1 billion followed by medium-sized and micro enterprises at KSh. 9.7 billion and 9.1 billion respectively (CBK 2023). A large portion of MSMEs operate informally. According to the MSME Baseline Survey of 2016, there were 1.56 Million formal MSMEs and 5 million informal MSMEs employing approximately 14.9 Million individuals across various sectors. Despite informality, the sector contributes significantly to employment, creating around 800,000 jobs annually.

2.1.2 Government interventions towards strengthening the MSME sector

Since 2008, the government has had several interventions towards strengthening the MSME sector especially in terms of access to finance and markets. Specifically, in 2013, the government through the Access to Government Procurement Opportunities (AGPO) programme set aside 30 per cent of all Government procurement for youth, women and persons with disabilities.

This was aimed at facilitating the youth, women and persons with disability-owned enterprises to participate in government procurement and, therefore, increase their market access and further improve weak linkages in the value chain.

The government also introduced various public funds to address issues of credit access. Some of the funds include: The Youth Enterprise Development Fund, Small and Medium Enterprise (SME) Fund, Uwezo Fund and Women Enterprise Fund. These funds were mainly designed to cater for the unique needs of the respective categories, who would not access credit from the formal system because of stringent requirements that they could not fully meet, for instance, lack of collateral to support their loan applications.

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3. The Department of Economic and Social Affairs of the United Nations Secretariat
4. In the Federation of Kenya Employers & The Informal Economy in Kenya, the March 2021 report
5. The Ministry of Co-operatives and Micro, Small and Medium Enterprises Development's Concept Paper on the Establishment of Small Business Development Centres (SBDCs) in Kenya (March 2024)

2.1.3 Key Government MSME programs and initiatives

The table below summarises the key programs and initiatives in Kenya that support MSMEs and the thematic areas they cover, including policy and regulatory reforms, financial inclusion, business development services, infrastructure development, market access, and capacity building.

As indicated in the table, some programmes span multiple areas, showing the multifaceted approach to supporting MSMEs in Kenya.

Table 3: Key Government MSME programs

Programme/Initiative	Policy and Regulatory Reforms	Financial Inclusion	Business Development Services	Infrastructure Development	Market Access	Capacity Building
Access to Government Procurement Opportunities (AGPO)	√	√			√	
Aquaculture Business Development Programme (ABDP)		√	√		√	
County Aggregation and Industrial Parks (CAIPs)				√		
County Connectivity Project				√		
Credit Guarantee Scheme (CGS)	√	√				√
Digital Learning Programme (DLP)				√		
EPZA SME Development Programme				√	√	
Growth Enterprise Market Segment (GEMS) at NSE	√	√			√	
Ibuka Programme	√		√		√	√
Kenya Export Promotion and Branding Agency (KEPROBA)	√		√	√	√	√
Kenya Industry and Entrepreneurship Project (KIEP)	√	√	√	√	√	√
Kenya Innovation and Entrepreneurship Project (KIEP)	√	√	√	√	√	√
Kenya Youth Employment and Opportunities Project (KYEOP)	√	√	√		√	√

Programme/Initiative	Policy and Regulatory Reforms	Financial Inclusion	Business Development Services	Infrastructure Development	Market Access	Capacity Building
Konza Technology Park (Konza Technopolis)				√		
MbeleNaBiz Business Plan Competition		√	√		√	
Micro and Small Enterprises Authority (MSEA)	√		√			√
National Youth Opportunities Towards Advancement (NYOTA) Project	√	√	√			√
Pasha Centres (Digital Villages)		√	√	√	√	
Technical and Vocational Education and Training (TVET) Strategy – "Skilling for Peace" Initiative			√			√
Women Enterprise Fund (WEF) and Youth Enterprise Development Fund (YEDF)		√	√			√

Owing to the significant role played by the MSME sector in the economy, in 2022, the Government constituted the State Department for MSMEs Development charged with the mandate of creating an integrated enabling environment for a highly productive and diversified MSME sector through financing, infrastructure, entrepreneurship, management training and access to markets.

Drawing on the lessons learnt, policy trends and the macroeconomic environment, to improve the performance of the MSMEs sector, the State Department for MSME strategic plan (2023-2027) focuses on the following key results areas: i) Increase Formalization of the MSME sector; ii) Diversify and Increase Market Share of MSME Products and Services; iii) Promote Progressive Policy and Regulatory Environment for MSMEs; iv) Enhance Productivity, Innovation and Competitiveness for MSMEs; v) Establish and Improve MSME Infrastructure; vi) Enhance Financial Inclusion and Credit Access; and vii) Enhance Capacity and Skills for MSMEs.

The strategic plan is anchored under the economic pillar of the Kenya Vision 2030-the Fourth Medium Term Plan (2023-2027), and the Finance and Production sector of the Bottom-Up Economic Transformation Agenda (BETA) as well as other national, regional and international obligations.

2.1.4 Budget making process in Kenya

The formulation and preparation of the Budget involves development and submission of key documents for approval by Cabinet and Parliament. The process is guided by the budget calendar which stipulates timelines for a number of key activities to be undertaken in order to finalize the Budget and submit it for approval by 30th April of each financial Year.

The budget calendar is usually contained in the Treasury circular issued in accordance with Section 36 of the Public Finance Management Act, 2012, providing guidelines on the processes and procedures for preparing the subsequent Financial year and the Medium-Term Budget.

Table 4: Kenya's budget calendar

Activity	Date
Programmes Performance Review	20th Sept
Budget Review and Outlook Paper	30th Sept
Preparation of Medium-Term Expenditure Framework (MTEF) Sector Budget proposals	14th Oct to 18th Nov
Validation of Budget Proposals (Public Hearing)	20th to 22nd Nov
Submission and review of Sector Budget Proposals	28th Nov
Develop Draft Budget Policy Statement	20th Dec
Submission of Budget Policy Statement to Parliament	15th Feb
Issuance of guidelines on finalization of Ministerial Budgets	5th March
Consolidation of draft Budget Estimates	1st April
Submission of draft Budget Estimates to Parliament	29th April
Budget Statement	12th June
Approval of Appropriation bill	30th June

Source: National Treasury and Economic Planning

2.1.5 Budget making process in County Government

The County Governments Act, 2012 and the Public Finance Management Act (PFMA), 2012 stipulate that development plans should form the basis for appropriation of public funds.

Section 105 of the CGA, 2012 emphasizes the need for linkages between county plans and national planning frameworks. As per the County Governments Act section 108, county governments are required to prepare County Integrated Development Plans (CIDP) that are implemented through Annual Development Plans and Medium Term Expenditure Framework (MTEF).

The Annual Development Plan provides a platform for linking county development priorities in the CIDP to county annual budget. This is meant to enhance prudent allocation of resources as envisaged in the PFMA. It is further meant to ensure that appropriation of county resources is done within the planning framework.

The Annual Development Plans also help in monitoring and evaluation of county programmes and projects; thus, enabling counties to demonstrate their development results.

Link between County Annual Development Plan (ADP) with other plans
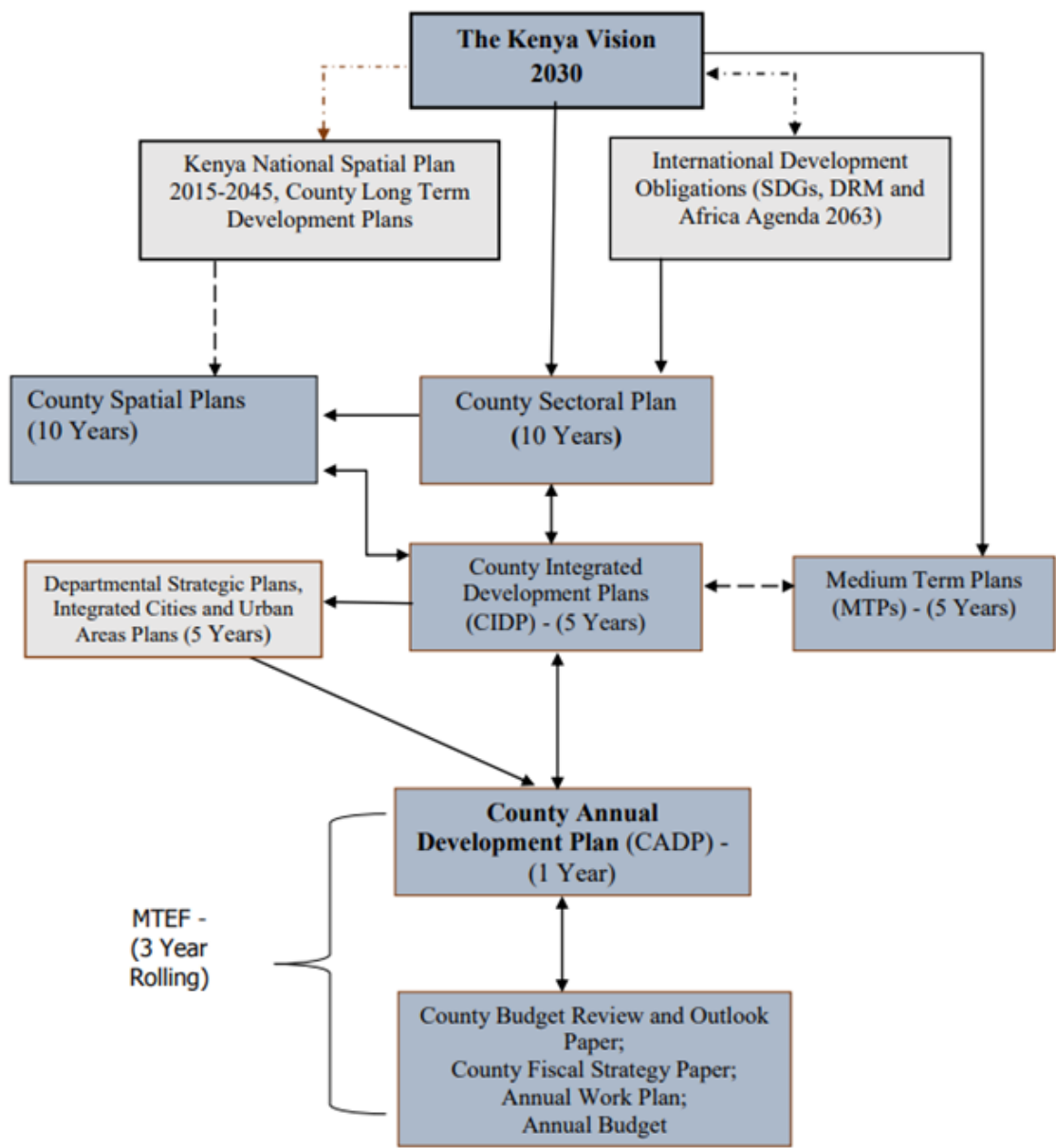
Source: National Treasury State Department of Economic Planning

Kenya's Financial Year begins on 1st July every year, by which time the budgets should be approved. In this regard, the PFM Act stipulates the timelines for the key steps leading up to 30th June.

Table 5: County budget timelines

Activity	Date
Issuance of a budget circular by the County Executive Committee member for finance.	30th Aug
A County Annual Development Plan is prepared by the County's Planning Unit and tabled in the County Assembly and a copy shared with the National Treasury and the Commission of Revenue Allocation.	1st Sept
The County Treasury should prepare and submit a County Budget Review and Outlook Paper (CBROP) to the County Executive Committee.	30th Sept
The County Executive Committee has 14 days to review and approve the CBROP and submit it back to the County Treasury	14th Oct
The County Treasury submits the approved CBROP to the CA and publishes and publicizes the document.	21st Oct
The County Treasury should have a draft County Fiscal Strategy Paper (CFSP).	15th Jan
Submission of the CFSP and the Debt Management Strategy to the County Assembly	28th Feb
Submission of County Budget Estimates and other supporting documents to County Executive Committee for approval	20th April
Submission of County Budget Estimates and other supporting documents to the County Assembly for approval. The County Executive Committee member for finance shall then prepare and submit a County Appropriation Bill to the county assembly of the approved estimate.	30th April
Approval of the estimates by the County Assembly in the form of the Budget and Appropriation Act.	30th June
Approval of Finance Bill by the County Assembly	Within 90 days of the Budgetary approval
Approval of Appropriation bill	30th June

2.1.6 Public policy formulation process in Kenya

According to Kenya Institute of Public Policy Research and Analysis (KIPPRA), policy is a statement of government intent, which articulates basic principles and actions. In the context of legislation, a policy is a document which outlines what a government or an individual aims to achieve for the society as a whole.

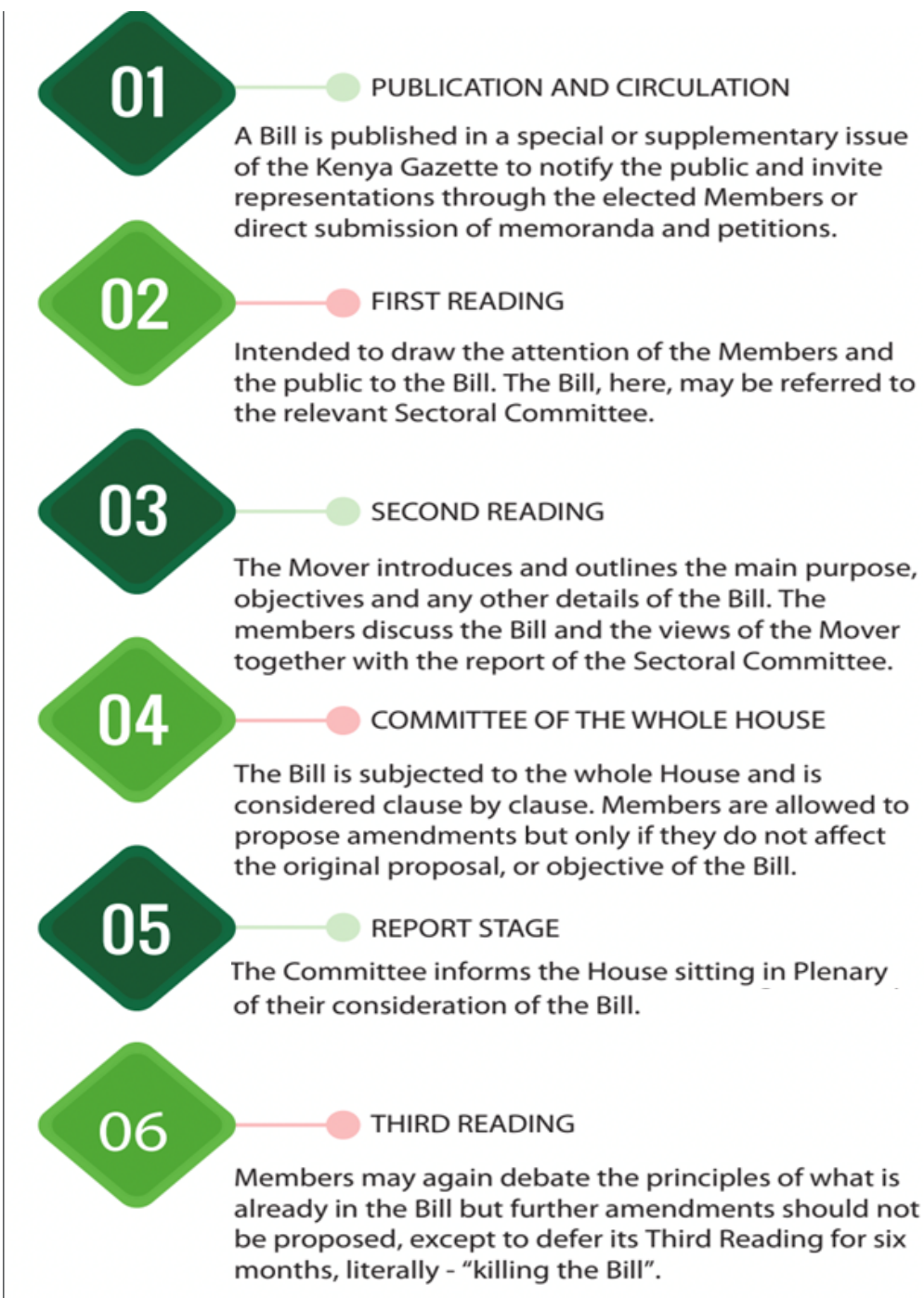## Table 6: Policy formulation process in Kenya

Stage	Details
Stage 1: Policy Initiation	Government Ministries, Departments and Agencies (MDAs), citizens, political parties, institutions, and stakeholder groups, among others, can initiate public policy. The relevant MDA formulates policy guidelines for discussion within the MDA and other government departments.
Stage 2: Research	The respective MDA conducts comprehensive and comparative research on the policy issue and seeks expert opinion on the problem. To guarantee acceptability and ownership, views from all relevant MDAs and other actors are sought through taskforces, committees and other consultative forums.
Stage 3: Negotiation and Public Participation	Debates and negotiations on content of the draft policy framework take place. Various stakeholders are involved including the public, opposition parties, non-governmental organizations and all interest groups. Stakeholders participate by attending parliamentary committee hearings, meetings with the Cabinet Secretary, County Executive Committee or departmental heads, workshops, seminars and/or retreats, etc.
Stage 4: Finalization of the policy	After considering all the issues raised by various stakeholders and options available, the MDA draws up a final policy document.
Stage 5: Cabinet or County Executive Committee Approval	The Cabinet Secretary or County Executive Committee Member reviews the national policy document to ensure that proper analysis has been conducted, different approaches have been identified and discussed, and that the policy document provides the best option available to redress a situation. They also ensure that the fiscal, constitutional and other possible implications of the policy are clearly brought out in the policy. Once satisfied, the policy document is submitted to the Cabinet or the County Executive Committee for approval
Stages 6: Parliamentary or County Assembly Approval	Once the policy document is approved by the Cabinet or the County Executive Committee, it is published and tabled in the respective House or Assembly for debate and approval. The respective legislative body, in accordance with the Standing Orders, introduces the policy document in the House and subjects it to the relevant House Committee for scrutiny and further consideration. The policy document may be approved by the House with or without amendments. The views of the Executive may be sought for value addition and further clarification.
Stage 7: Assent	Once the policy is passed by the respective House, the Speaker of the respective House submits the approved policy to the President or the Governor for formal endorsement, by affixing the National Seal or County Seal, and signing. This process is called Assent.
Stage 8: Publication	Upon assent, the policy is published as a White Paper (a statement of intent and a detailed policy plan, which often forms the basis of legislation). The Executive is expected to widely circulate the policy and keep the public informed of the likely effects of the Policy
Stage 9: Draft Bill	If it is determined that the new law is necessary to achieve the objectives and the implementation of the policy (White Paper), the concerned MDA will commence the process of drafting the Bill. In its early stages before a new law is tabled in the House, it is called a legislative proposal. Once it has been so tabled, it is called a Bill.

Source: KIPPRA-Policy Formulation

Once the Bill is approved and assented to by the President or Governor, it becomes an Act of Parliament or County Assembly.

2.1.7 Procedure of passing a bill in Parliament and County Assembly

A Bill is draft legislation for consideration by Parliament or County Assembly. At the level of Parliament, a Bill passes through the following stages.

01 PUBLICATION AND CIRCULATION

A Bill is published in a special or supplementary issue of the Kenya Gazette to notify the public and invite representations through the elected Members or direct submission of memoranda and petitions.

02 FIRST READING

Intended to draw the attention of the Members and the public to the Bill. The Bill, here, may be referred to the relevant Sectoral Committee.

03 SECOND READING

The Mover introduces and outlines the main purpose, objectives and any other details of the Bill. The members discuss the Bill and the views of the Mover together with the report of the Sectoral Committee.

04 COMMITTEE OF THE WHOLE HOUSE

The Bill is subjected to the whole House and is considered clause by clause. Members are allowed to propose amendments but only if they do not affect the original proposal, or objective of the Bill.

05 REPORT STAGE

The Committee informs the House sitting in Plenary of their consideration of the Bill.

06 THIRD READING

Members may again debate the principles of what is already in the Bill but further amendments should not be proposed, except to defer its Third Reading for six months, literally - "killing the Bill".

Source: KIPPRA

3. UNDERSTANDING POLICY ADVOCACY

The section's main objective to develop an understanding of policy advocacy and its basic building blocks. Specific objectives are to understand:

- Policy advocacy.
- What does policy advocacy involve?
- Levels of policy advocacy.
- Good policy advocacy practice.

3.1 What is policy advocacy?

There is no single correct interpretation of the word advocacy. Oxford Dictionary defines advocacy as the giving of public support to an idea, a course of action, or a belief.

Cognizant that IYBA-SEED supports SEED Beneficiaries i.e. women-and youth-led the toolkit defines policy advocacy as "Influencing the decisions, policies and practices of national and county government agencies and regulators to address underlying challenges faced by MSMEs leading to closure and general challenges" (Table 6).

Table 7: MSME Challenges

Reason for closure of business	MSME Challenges Faced
· Shortage of operating fund · Legal problems/Government Regulation · Shortage of skilled manpower · Low rating by credit bureau	· Lack of markets · Licenses · Poor road/transport · Lack of collateral for credit · Poor security · Interference from authorities · Poor access to water and electricity supply · Government regulations · Taxes · Lack of space

Source: KNBS MSME survey 2016

3.1.2 What is the purpose of policy advocacy?

The main objective of advocacy is not about raising awareness of a challenge but seeks to change policies, practices, systems, structures and decisions that create bottlenecks for MSME growth.

Sometimes there is no law or policy in place and one needs to be developed. Policy advocacy here involves establishment for a new law or policy.

Case study: Digital Lenders in Kenya

Following public complaints on malpractice by some digital lenders in Kenya, The Digital Financial Services Associations (DFSAK) formerly Digital Lenders Association of Kenya (DLAK) engaged in policy advocacy with central bank of Kenya and national assembly among other stakeholders leading to establishment of the Central Bank (Amendment) Bill 2021 into law on 7 December 2021 (the Act). The Act provides for the regulation of digital lenders requiring any person carrying on digital credit business and is not licensed under any other law to obtain a license from the Central Bank of Kenya (CBK) within six (6) months of coming into force of the Act.

The Act also provides that the CBK will make regulations necessary to give effect to the Act. Some of the provisions to be covered under the regulations are registration, management and reporting requirements, credit information sharing, data protection and consumer protection.

The Central Bank of Kenya (CBK) published Legal Notice No. 46 of March 18, 2022, of the Central Bank of Kenya (Digital Credit Providers) Regulations, 2022 (the Regulations).

The Regulations were issued pursuant to Sections 57(1), 57(3) and 57(4) of the Central Bank of Kenya Act (the CBK Act). They provide for the licensing and oversight of previously unregulated Digital Credit Providers (DCPs).

The Regulations seek to address concerns raised by the public given the recent significant growth of digital lending particularly through mobile phones. These concerns relate to the predatory practices of the previously unregulated digital credit providers, and in particular, their high cost, unethical debt collection practices, and the abuse of personal information.

The Regulations provide for inter alia the licensing, governance, and lending practices of DCPs. They also provide for consumer protection, credit information sharing, and outline the Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) obligations of DCPs.

The Regulations were developed through a consultative process. The Central Bank of Kenya (Amendment) Act, 2021, came into effect on December 23, 2021, and CBK invited public comments on the draft Regulations up to January 21, 2022.

Source: Central Bank of Kenya

Sometimes there is a law or policy in place that is good but government is threatening to change or amend. Policy advocacy here is blocking the negative changes or amendments and maintaining status quo.

Case Study: Reducing Tax Burden on grain sector enterprises in Kenya

Despite fiscal policies continuing to pose challenges for the grain sector in East Africa, the East Africa Grain Council (EAGC) succeeded in two main tax-related interventions in Kenya.

The government in 2021 shelved plans to introduce a minimum turnover tax on grain sector entities following dialogues with EAGC, the Cereal Growers Association and the Cereal Millers Association. Had it been implemented, the minimum turnover tax would have added more costs to a sector that is already overburdened with red tape and taxes.

In the same year, EAGC further succeeded to halt the implementation of crop cess on produce delivered to grain millers in Nairobi, thus sparing the value chain from additional cost of doing business. Dialogue with the Nairobi City Country Government and the Kenya Revenue Authority were planned to continue in 2022 to find a definitive and mutually-beneficial conclusion to the matter.

3.2 What does policy advocacy involve?

Reason for closure of business	MSME Challenges Faced
Influencing policy organs and actors	Collaborating, educating and consensus building with policy decision-makers in addressing fundamental challenges faced by MSMEs and ESOs.
Speaking out and communicating	Presenting a clear message based on empirical evidence directed to policy and regulation decision-makers who can bring change.
Organised Process	Policy advocacy is planned and strategic as opposed to one-off events. It is aimed at target outcomes with flexibility.

3.2.1 Where does policy advocacy take place?

Policy advocacy takes place at all decision-making levels such as international, continental (Africa), regional (East African Community), national, county, constituency and ward.

Advocacy Levels

Level	
Level 1	INTERNATIONAL
Level 2	CONTINENTAL
Level 3	REGIONAL
Level 4	NATIONAL
Level 5	COUNTY
Level 6	CONSTITUENCY
Level 7	WARD
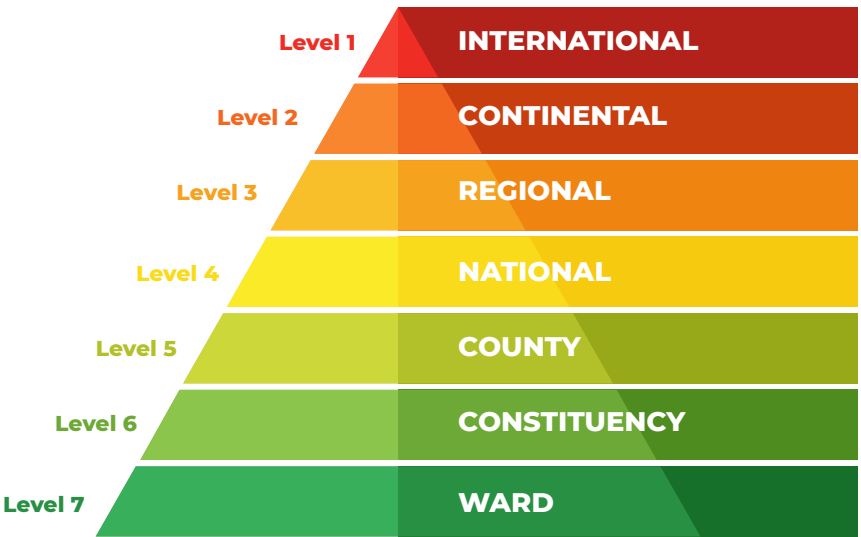
It's important to understand the interconnectedness of these levels given that decisions at top levels affect the lower levels while also actions at lower levels can determine polices at higher levels.

Example

Austerity measures implemented by national government to reduce to fiscal deficit will affect cash flow to county government programs with some programs taking priority as opposed to others cognizant that county budget are largely financed by national government with insignificant own source revenue.

Who can do policy advocacy?

There is a general misconception that policy advocacy is an activity reserved for the legal profession and political class on behalf of the general population.

Any person or organization affected by a problem can be a policy advocate hence there is no requirement or special qualifications.

What are the golden rules of advocacy?

ACCOUNTABILITY	LEGITIMACY	PARTICIPATION	REPRESENTATION
▪ Assume responsibility for advocacy message, decisions & actions ▪ Be accountable to all interested & affected parties	▪ Ensure to involve only parties affected, involved and genuinely interested	▪ Involve all persons and organization affected by the challenge in the policy advocacy process ensuring their voices are heard	▪ Ensure accurate capturing of all stakeholder views. Validate advocacy messages, decisions and actions with stakeholders

3.3 Understanding policy advocacy

Exercise 1: to come to an understanding of policy advocacy and basic building blocks

Either as individuals or groups or plenary on sticky notes participants to share their understanding of:

1. Policy advocacy

2. What does policy advocacy involve?

3. Levels of policy advocacy (Facilitator can share the advocacy level diagram and allow participants to come up with policy issues normally tackled at each level. Probe further to highlight interconnectedness of issues at different levels e.g. Paris Agreement, AFCFTA).

4. Good policy advocacy practice

3.3.1 Advocacy planning cycle

Understanding and mapping context

The section's main objective is to develop an understanding of MSME policy and legislation in Kenya and main actors. Specific objectives are:

- Identification of MSME challenges that need to be addressed through policy and legislation.
- Identification of how the MSME challenges have been addressed in current policy and legislation focusing on outcomes rather than merely their existence in policy documents.
- Identification of key policy stakeholders who can address the raised challenges.

Before engaging in policy advocacy work, it is important to identify and explore what you will be advocating for. In this phase, you will lay the groundwork for your advocacy by defining the issue you are trying to solve such as access to finance, access to market and regulatory environment, among others.

You will also analyse in detail the internal and external context you will be operating in and the decision-makers, stakeholders and rights-holders and their roles and interests. This is the foundation on which you will build your position, and eventually your Advocacy Plan in the next phase.

It is important to understand and map out the challenges faced by SEED beneficiaries i.e. women- and youth-led MSMEs and their socio-economic contribution to Kenya and how these fit into the wider policy and governance environment, ensuring we fully understand how policies are made and implemented in our context.

3.3.2 Understanding and mapping context

Exercise 2: Mapping policy context exercise

In groups, participants are to use a flip chart to identify MSME challenges, link each challenge to existing policy/legislation, MSME programs and concerned ministry or agency. Participants are to list gaps or shortcomings of the current policy and programs in addressing the challenges raised. Refer to the policy landscape section to identify MSME policy and programs.

Mapping context exercise template

MSME Challenge	Policy-Legislation Addressing challenge	MSME program/ Intervention addressing challenge	Concerned Ministry/Agency	Persons/ Institutions with indirect power/ influence	Shortcomings / Gap

3.3.3 Defining what needs change and how

The section's main objective is to catalyse critical thinking in identifying challenges faced by MSMEs and proposed policy advocacy outcomes based on theory of change. Specific objectives are:

- Understand theory of change.
- Use the problem and solution tree solution tree to unpack MSME challenges and proposed solutions through pragmatic programs and activities.

ESOs and BMOs can utilise theory of change as a tool to undertake a comprehensive mapping of the real challenges they face directly as well as SEED beneficiaries ie women and youth led enterprises which will help to define proposed policy outcomes that will address the challenges faced.

The centre for theory of change defines Theory of Change as a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused on mapping out or "filling in" what has been described as the "missing middle" between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur.
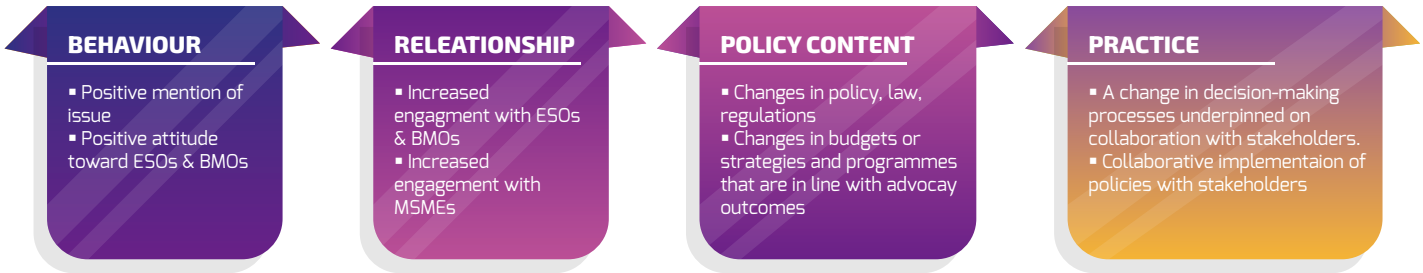
The Theory of Change approach challenges you to write down your assumptions, and test whether your planned activities are effective enough to get from the present situation to your vision of success: your advocacy objective.

A good Theory of Change should be credible, achievable and supported by all who are involved in your advocacy work. Preparing a Theory of Change is often a visual and interactive process, which you should do in a group. The result of this process can be kept visually, but you can just as well summarise your Theory of Change in a narrative.

Think about describing the overall change you want to see happening ('advocacy objective'), what needs to happen first in the external world for this to turn into reality ('outcomes'), and how you can contribute towards these outcomes ('key approaches or activities').

Cognizant that policy advocacy takes time, there is need to clearly define advocacy outcomes or changes into smaller outcomes.

Example of policy Advocacy Outcomes

BEHAVIOUR
- Positive mention of issue
- Positive attitude toward ESOs & BMOs

RELEATIONSHIP
- Increased engagment with ESOs & BMOs
- Increased engagement with MSMEs

POLICY CONTENT
- Changes in policy, law, regulations
- Changes in budgets or strategies and programmes that are in line with advocay outcomes

PRACTICE
- A change in decision-making processes underpinned on collaboration with stakeholders.
- Collaborative implementaion of policies with stakeholders

3.4 Defining what needs to change using the problem and solution tree

Exercise 3: defining what needs to change using the problem and solution tree

The tool enables unpacking of core challenge which current policy doesn't address satisfactorily or doesn't exist. It further allows for exploration of causes and proposed solutions.

The problem and solution tree facilitates co creation of policy with relevant stakeholders as well as support easy communication on potential benefits

3.4.1 How to use the problem solution tree (best used in group format)

1. Discuss and agree the central issue you want to analyse for example, Access to procurement opportunities for MSMEs in national and county government through AGPO. Write the problem or issue in the centre of the flip chart or paper: this becomes the trunk of the tree.

2. Brainstorm as a group, individually or in pairs the causes of the central problem. These will become the roots of the tree. You can record these on sticky notes or cards and add them to your tree.

3. Identify the consequences, which become the branches of the tree. Again, you can record them on sticky notes or cards and add them to your tree.

4. Rank or prioritise the critical causes and consequences you wish to focus on. The key objective is to facilitate a discussion between participants.

5. Once you have completed your problem tree, you can then convert it into a solution tree by reformulating each of the root causes and consequences to turn these into solutions or desirable outcomes.

3.4.2 Defining what needs to change toolkit

Central Problem (Trunk)	Causes of Problem (Roots)	Consequences (Branches)	Rank critical causes & consequences	Outcomes	Input	Activities	Output & Impact	Assumptions (Risk factors)

3.4.3 Knowing who can make the change happen

The section's main objective is to develop ability to identify key policy advocacy stakeholders and appropriate advocacy approach underpinned on power-will matrix. Specific objectives are:

- Conduct key stakeholder analysis.
- Classification of stakeholders using power will matrix.
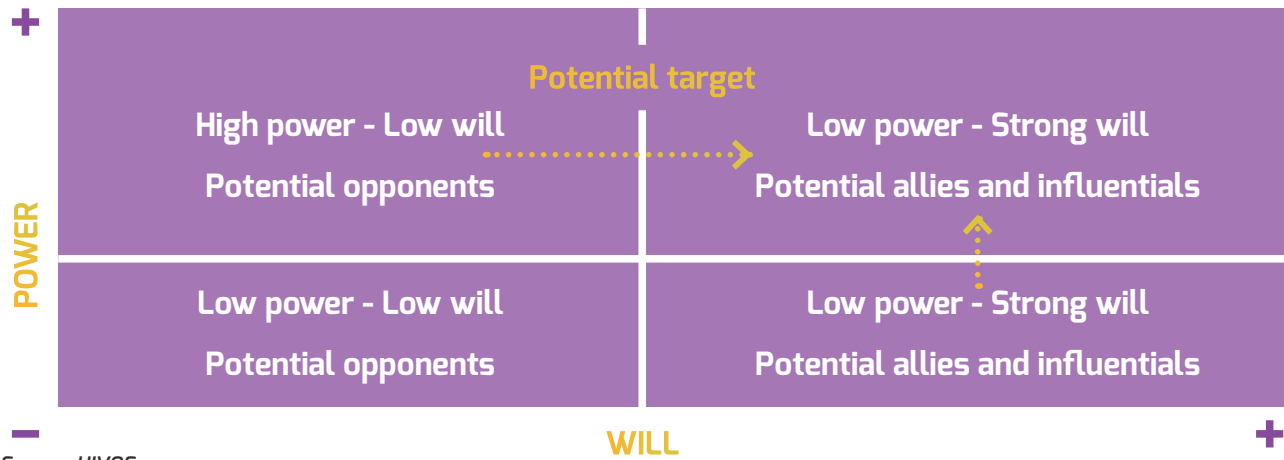- Apply appropriate policy advocacy approach to relevant stakeholders.

Understanding how different stakeholders relate to the issue or challenge we are seeking to change is important to identify relevant stakeholders to direct our advocacy efforts. ESOs and BMOs must therefore conduct a stakeholder analysis to identify key advocacy targets, potential change agents, potential allies and potential opponents.

Key Stakeholder analysis

01
Individuals / departments / sectors / ministries / arms of government who have the power to make the changes we wish to achieve
KEY ADVOCACY TARGETS

02
Have direct influence over advocacy target or can influence desired outcome
POTENTIAL CHANGE AGENTS

03
Individuals and organizations we can partner with in a coalition for policy advocacy
POTENTIAL ALLIES

04
Those who oppose our advocacy efforts
POTENTIAL OPPONENTS

Further, ESOs and BMOs can utilise the power-will matrix to classify stakeholders into the four categories to 'enable them to craft an advocacy approach.'

Power-will matrix

	Potential target
High power - Low will / **Potential opponents**	**Low power - Strong will** / **Potential allies and influentials**
Low power - Low will / **Potential opponents**	**Low power - Strong will** / **Potential allies and influentials**

POWER (vertical axis), WILL (horizontal axis)

Source: HIVOS

ESOs and BMOs must then decide on what approach to take depending on the context: either an outsider or an insider approach to policy advocacy. The table below outlines both approaches with their advantages and disadvantages.

Table 8: Insider and outsider approach to advocacy

Approach	Details	Advantages and disadvantages
Outsider Approach	Seeking to influence individual or institution advocacy targets through some kind of public action. This is often an openly critical and very direct approach intended to raise public awareness of an issue and exert significant pressure on decision-makers. It may include public campaigning, petitions, protests and mobilisations, social media and other media work.	Advantages: Public pressure may contribute to push those we wish to influence into taking action and making the changes we wish to see, even when it provokes a hostile reaction. Disadvantages: We may alienate those we are trying to influence by being perceived as too extreme or critical to engage with.
Insider Approach	Based on dialogue and cooperation with those we wish to influence, it generally involves making a case through detailed research and analysis of the problem accompanied by direct lobbying, face-to-face meetings, high-level dialogue (roundtables, conferences) with decision-makers and other activities aimed at establishing ourselves as trusted and credible stakeholders to gently persuade decision-makers.	Advantages: Building a positive and constructive relationship with decision-makers, becoming trusted advisors. Disadvantages: There is a danger of being seen as too close to those we are trying to influence, of no longer being regarded as independent advisors or of being co-opted by them.

Source: Oxfam

In practice, it is most likely that both the insider and outsider approaches will be combined within the life of an advocacy initiative. ESO and BMOs need must be careful to manage each approach to ensure it doesn't negatively affect the desired policy outcome and there may be a need to start with an insider

approach and switch to an outsider approach if we feel the insider approach is not bearing any fruits. There is need for continuous monitoring and reflecting on progress allowing for opportunistically opt for the best approach within the given circumstances and as the policy advocacy initiative evolves.

3.5 Knowing who can make the change happen

Exercise 4: knowing who can make the change happen

1. Reproduce the power-will matrix on a flipchart.

2. Brainstorm all the stakeholders focusing on individuals rather than an entire institution, e.g. a county chief officer who can affect or who will be affected by the policy change. Write the name of each individual stakeholder on a separate card or sticky note.

3. Place the cards on the matrix based on: how much power you think they have to achieve change on your issue and how willing you think they are to bring about the change you want to see based on the evidence of; research, conversations, media interviews, observation, political orientation, personal beliefs, interests and background among others.

4. The quadrants you place each actor in will help you map out potential targets, change agents, allies and opponents. Those in the two upper quadrants are the most powerful and should be your main targets. Those on the bottom right are change agents and influential who are on side and, despite having little visible power, may be able to help you leverage change in key targets. These could include opinion formers, celebrities, well-known friends, spouses or relatives of top politicians. Those on the left-hand side of the matrix are your potential opponents; you should take action to prevent them from jeopardising your advocacy. You may want to discuss options for neutralising or diluting their power, such as isolating them, under-cutting their support or generating critical news stories.

5. Prioritise the key actors you will focus your efforts on. Circle those you consider to be main actors.

6. Once you have prioritised, you can start discussing what policy changes or stance you would like to see in the main actors in relation to your issue and what action you would like them to take. Use insider or outsider approach as appropriate.

7. Record short-, medium- and long-term policy outcome targets and how key actors or institutions are performing against the policy targets.

4. FOSTERING MULTI-STAKEHOLDER DIALOGUE

The section's main objective is to enable establishment and successful sustainable policy stakeholder engagement. Specific objectives are:

- Establishment of policy stakeholder collaboration platform.
- Effective evaluation of collaboration platform in conducting policy advocacy.

Multi-stakeholder dialogue is crucial for developing effective MSME policies that address the unique needs and challenges of small and medium-sized enterprises in Kenya as highlighted by KNBS MSME report 2016 and subsequent reports.

ESOs and BMOs need to take the following into consideration to succeed in fostering such dialogue:

1. Establish a platform for dialogue: There is need for the establishment of a dedicated platform in the form of a council, committee, or working group that brings together representatives from various ESOs, BMOs, MSMEs, academia, development partners and government. The platform must clearly define roles and responsibility for all stakeholders as well as provide incentives or cover to a large degree cover their interests e.g. training, networking and recognition opportunities.

2. Consider dialogues sustainability: There is a great need for embedding of sustainability in the establishment and operationalization of the dialogue platform through sharing of roles and responsibility and leveraging on stakeholder current resources among others.

3. Build trust and consensus: This can be achieved through fostering a culture of respect, consensus-building through mediation, negotiation, and collaborative problem-solving to reach agreements and addressing power imbalances by ensuring that all voices are heard, regardless of their position or status.

4. Involve MSMEs directly. This must be done through; surveys, interviews and focus groups in order to obtain data on the needs, challenges, and priorities of MSMEs, roundtable discussions with policymakers and inclusion of MSMEs in the dialogue platform.

5. Leverage technology. There is need for use of online platforms to facilitate dialogue, collect feedback, and disseminate information. The dialogue platform can explore using digital tools such as social media, email, and video conferencing to connect with stakeholders.

6. Ensure transparency and accountability by: making policy documents publicly available to promote transparency and accountability, soliciting input from stakeholders on policy drafts to ensure that they address their needs and concerns and tracking the implementation of policies and assess their effectiveness in addressing MSME challenges.

4.1 Fostering multistakeholder dialogue exercise based of SWOT analysis

> ### Exercise 5: fostering multistakeholder dialogue based of SWOT analysis
>
> Stakeholders need to analyse their collective ability to carry out the policy advocacy. A SWOT analysis is a simple and effective framework for identifying internal strengths (S) and weaknesses (W), and external opportunities (O) and threats (T) that the coalition of external partners are facing.
>
> When carrying out policy advocacy, it is important to leverage strengths, minimise threats and weaknesses, and to take advantage of available opportunities.

Participants in groups composed of different stakeholders to answer the following:

1. Define type of stakeholder collaboration platform they wish to establish e.g. council, committee, or working group, roles each stakeholder will undertake and how the platform will be sustainable.

2. What advantages do we collectively have that can help you achieve your advocacy objective?

3. What disadvantages do we collectively have in relation to achieving your advocacy objective?

4. What are your finance and communications capacities, and what are the audiences, sponsors and partners that you can engage with?

5. *How many staff resources do you have available to allocate to this issue?*

6. *Can any potential partners provide the capacity that you lack?*

7. What knowledge do you have of the decision-making processes and relationships with the decision-makers that are relevant to your issue, and what laws, rules or practices do you have to adhere to?

8. What are external trends and opportunities in relation to your issue that you can respond to?

9. What external obstacles or threats can negatively influence your advocacy?

4.2 Making the case using evidence

This section's main objective is to gain a deeper understanding of the role of research in policy advocacy. Specific objectives are:

- Understanding primary and secondary research.
- Components of a policy research paper.

ESOs and BMOs need to find out as much as possible about the advocacy issue by gathering and analysing all the relevant quantitative and qualitative information to support each of the identified challenges.

The research must bring out a deep understanding of the cause and effect of the identified challenges together with proposed solutions based on evidence and corresponding resources needed.

MSME policy advocacy needs a combination of primary research and secondary research followed by analysis. This involves a combination of relying on existing authoritative research and publications produced by organizations such as CBK, KNBS, UN, World Bank, African Development Bank and development partners, among others, combined with actual experiences faced by SEED beneficiaries i.e. youth and women-led MSMEs.

4.2.1 Primary research

Primary research comes from original sources. It is first-hand information obtained directly from those involved and affected, in this case SEED beneficiaries i.e. women- and youth-led MSMEs.

When doing primary research, you have to identify (1) who to interview or survey (2) what you are going to ask them and (3) how you are going to ask the questions.

The MSME representatives being interviewed must be broad and representative of the whole population taking account of: gender, age, sector and other key characteristics, so that accurate conclusions can be drawn.

Primary research must never rely on the viewpoint of a single person or an exclusive group of people.

4.2.2 Secondary research

Secondary research or desktop research comes from sources that already exist: second-hand information recorded somewhere on a websites, book, report or publication among others.

When conducting secondary research it is paramount use on trustworthy and authoritative sources such as government publications e.g. KNBS, CBK reports, multilateral organizations, for example World Bank, UN, African Development Bank and academic institutions among others.

Table 9: Components of Research

Approach	Details
Context	What is the specific context for the identified problem? What is the wider situation in the country, in terms of socio-economic, cultural, economic, religious and environmental factors?
Causes	What are the causes of the problem? What factors are making it worse? Are they socio-economic, cultural, economic, religious, environmental or other factors? Use Problem tree / solution tree.
Effects	What are the effects of the problem? How is it affecting poor and vulnerable communities? Use Problem tree / solution tree.
Role of Government	What is the role of government in the problem? What laws, policies and practices relate to the problem? What budget information is available in relation to the problem?
Policy Change Target	Who has the power and authority to bring about change? Are they willing and able to do something? How will we access them? Are they open to discussion? Do they agree they have responsibility for this area of policy? Use power will matrix.
Solution	What do we think needs to be done to resolve the problem? What are we going to propose? Are our proposals realistic? How will we defend our position? Do we have a clear vision for change, and a clear plan for how change will come about? Use problem tree / solution tree.
Resources	What resources might be available to help us do our advocacy? Use stakeholder SWOT analysis.

4.2.3 Analysis

Analysis involves taking the research we have gathered, asking questions about it, identifying patterns, themes and gaps including gaps and collating it together into key findings and recommendations that can be disseminated. Analysis provides an in-depth understanding of our research.

4.3 Policy advocacy research paper

Exercise 6: Policy advocacy research paper

Using the policy research template and in groups, pick any major issue (as per the problem solution tree above) and attempt to develop a policy research paper.

Paper section	Proposed tools
Context	Secondary data (Policy landscape section)
Causes	Problem/solution tree
Effects	Problem/solution tree
Role of Government	Secondary data (Policy landscape section)
Policy Change Target	Power will matrix
Solution	Problem/solution tree
Resources	Stakeholder SWOT analysis
Key findings	Group discussion

5. LOBBYING

5.1 Conveying your message: lobbying, engaging media, using social media

The section's main objective is developing an understanding of the different ways of conveying policy advocacy message to various audiences. Specific objectives are:

- Understanding how to lobby.
- Understanding Dos and Don'ts for media management.
- How to use social media in policy advocacy.

Once you have developed clear messages based on the evidence, you need to decide the best way to convey these to our different audiences and the type of approach we wish to take.

The section presents a practical guidance and tools on lobbying and engaging with traditional and social media.

5.1.2 Lobbying

Lobbying is a form of advocacy referring to direct one-to-one conversations and/or meetings where people get access to and seek to persuade policy makers. Lobbying takes different forms such as informal conversations in social settings and formal meetings in official settings.

It's important to periodically engage policy decision-makers and influencers for successful policy ensuring the communication is professional and informed by socially acceptable norms.

Table 9: Practical guide to lobbying

Stage	Action
Before a meeting	- Set objectives based on the purpose of the meeting and planned meeting outcome. - Identify any difficult questions and planned response.
During the meeting	- Introduction of all stakeholders. - Enumerate issue/challenges faced and proposed solutions. - Enumerate clearly action needed to be taken by policy decision-maker. - Prepare for consensus building in case decision-maker holds different stance cognizant of budgetary constraints, political views and election cycle. - Get some commitment for further action from the decision-maker.
After the meeting	- Make notes while everything is top of mind and evaluate the visit with colleagues. - Send a thank you note. - Summarise any agreement from the meeting and outline any next steps or further action.

5.2 Traditional media

Traditional media such as press, TV and radio are great platforms for raising awareness of the issues faced by reaching a wider audience hence high probability of shifting public opinion. Radio is especially powerful for reaching peri-urban and rural areas.

ESO and BMO stakeholders must agree on key spokespeople who are most knowledgeable and eloquent or who can speak most legitimately about the issues. Supporting MSMEs to tell their own stories can be a powerful way to convey the messages to the media.

Table 10: Practical guide for media engagement

DO	DON'T
- Prepare for the interview by putting together the key messages to be conveyed and main facts or statistics to back up your arguments. - Anticipate difficult questions and prepare responses. - Listen to what the journalist says and answer the questions in a calm way. - Use storytelling (either personal or about others) to bring the point home. - Be authentic. - Keep answers brief (under a minute). - Use simple language.	- Share data or stats with no context or relation to advocacy agenda. - Lie or make things up. If you don't know answer, say so. - Answer a question in haste. - Let the journalist set the agenda and the message. - Get side-tracked. - Use acronyms or jargon.

5.3 Social media

It's important to take cognizance that although politicians, decision-makers and influencers have relied and respond to what they read in the newspapers, what they hear on the radio or what they see on TV, social media is increasingly becoming a great tool in influencing public opinion on many issues facing society.
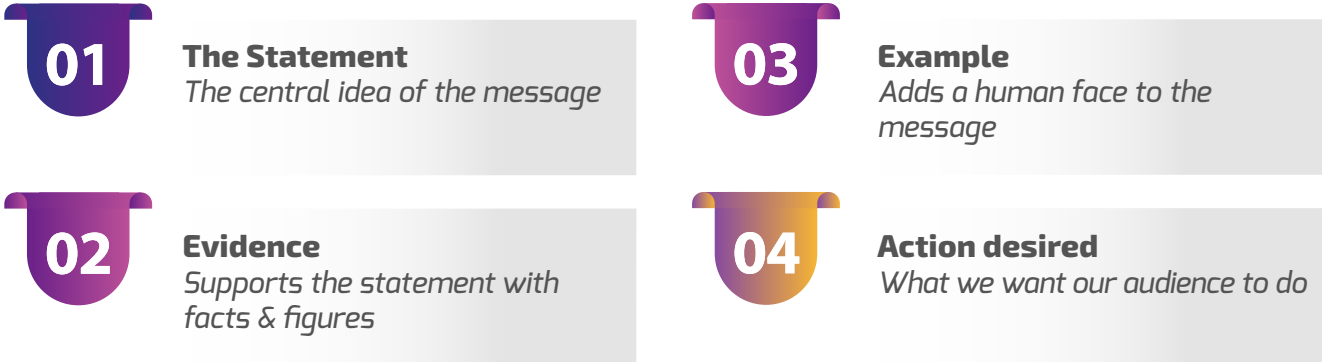
Practical guide to develop a social media plan for policy advocacy
1. Encourage partners or citizens to join Twitter, Facebook or Instagram if they have not yet done so.
2. Share all advocacy stakeholder social media handles or account names ensuring connection through following.
3. Compile social media handles of relevant decision-makers, influencers and other public supporters of MSMEs. Ensure to tag them when sending key policy messages combined with agreed hashtags.
6. During key events, encourage all those present to live tweet, send photos and videos via social media and tag relevant colleagues and partners to create more traffic.
7. After an event, monitor the number of mentions you get by hashtag.

5.4 Conveying your message

Exercise 7: conveying your message

The goal of this exercise is to be able to summarise and convey a key message in three or four concise sentences or soundbites useful for TV or radio interviews, where contributions are generally edited down to a maximum of 30 seconds, for vlogging or to use when you bump into a key decision-maker.

5.4.1 Policy Advocacy Elevator pitch

01 The Statement
The central idea of the message

02 Evidence
Supports the statement with facts & figures

03 Example
Adds a human face to the message

04 Action desired
What we want our audience to do

Group exercise

1. Identify an MSME or ESO challenge and create an elevator pitch with the above building blocks.

2. Write a message that can be read out within 60 seconds.

3. Read out the message to other participant and gauge its effectiveness.

4. Use the feedback to improve messaging.

5.5 Reviewing your plan and knowing if you have made a difference

This section aims to develop a high-level understanding policy impact assessment through monitoring, reviewing and evaluation are processes that combine together to enable assessment of the impact of policy advocacy work through establishment of influence on decision-makers to bring about changes in laws, policies and practices that favour MSMEs. Monitoring, reviewing and evaluation is important for accountability to stakeholders, learning, demonstrate impact and wider stakeholder feedback and engagement.

- **Monitoring** describes the process of systematically gathering data throughout the duration of a project or programme. It is conducted on an ongoing basis as a way of tracking progress and checking that we are doing what we said we would do, when we said we would do it. It identifies successes and failures and helps determine whether or not the project or programme is on track. It allows us to identify issues early on, providing us with an opportunity to take corrective action or make proactive improvements as required.

- **Reviewing** is done regularly throughout the duration of a project or programme, but occasionally rather than continuously. It provides periodic assessments of a project to check whether it is on track, on budget, on time and making progress towards achieving the desired changes. It ensures that we are learning from the project or programme and that we capture important lessons, which can be used to shape the project or programme, or the future design and implementation of other projects and programmes.

- **Evaluation** is conducted at the end of a project or programme, but sometimes also mid-term, to analyse what has been done and determine whether it has been effective. It assesses the wider benefit and change created by a project or programme. It should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making processes of advocates, allies, communities and donors. It is considered good practice to commit time and resources to evaluation. Many types of evaluation can be used, including real-time, participatory, and impact evaluations. The type undertaken depends on the context of the project or programme, the desired outputs and outcomes, and the resources available to undertake it.

Most common evaluation approaches are:

- **Knowledge Attitude Practice Surveys:** an educational diagnosis of the community, revealing increases in knowledge about the issue, attitudes towards the issue and changes in practice.

- **Community-led video diaries:** community members use cameras to record changes that have occurred using film.

- **Outcome Mapping:** a measurement process that focuses on behavioural change exhibited by beneficiaries, comprising a lengthy design phase followed by a cyclic record-keeping phase.

- **Most Significant Change:** the collection and interpretation of stories of change, in order to facilitate improvement.

- **Cost–Benefit Analysis:** a systematic process for comparing the total expected cost of each option against the total expected benefits, to see whether the benefits outweigh the costs, and by how much, and for determining if a sound investment decision was made with the project or programme.

- **Social Return on Investment:** a principles-based method for measuring social and other non-financial value relative to resources invested, to evaluate impact on stakeholders, identify ways to improve performance and enhance investments.

5.5.1 Log for data monitoring and reviewing

It is good practice to establish a monitoring and reviewing process before beginning advocacy work because it helps with planning and delivery. This tool provides suggestions of what information to collect and where to find it.

Type of monitoring data	Type of Question to ask	Information to collect
Input	What resources do we have for our advocacy? Are they sufficient? Do we need any more investment of people, time, money, etc?	For example: Finances – funding applications, budgets. Staff time and expertise timesheets, technical logs. Materials-income and expenditure accounts, receipts.
Activities	What Activities does our advocacy involve? Are we doing the right Activities? Are the right people involved?	For example: Meetings – minutes, notes of meetings. Postcards and petitions – Number of signatures. Letters and emails – copies of those sent and received. Mobilisation actions – campaigning action plan. Media – press cuttings, radio recordings.
Output	What is being generated by our advocacy activities? Are we producing the right Outputs? Do we need to change our Activities to achieve better Outputs?	For example: Number of campaign actions taken. Number of meetings and details of who attended. Number of letters, emails, postcards, petitions signed and sent.
Outcomes	Has our advocacy resulted in any discernible influence? Have any decision-makers taken up our advocacy messages? Have there been any changes in laws, policies or practices?	For example: Interviews with advocacy targets and advocacy allies. Opinion articles in the media. Communications from decision-makers issued privately. Statements from decision-makers in the public domain. Draft legislation. Policy consultation documents.
Impact	How has our advocacy affected the lives of people who are poor, vulnerable and marginalised? Are the changes in laws, policies and practices leading to change in people's lives? (This is usually qualitative data.)	For example: Interviews with advocacy beneficiaries. Case studies. Stories of change. Research about changes in practice and behaviour. Statistics about implementation of laws and policies.

APPENDICES

Toolkit development: participating organizations

1. Association of Startups and SME Enablers of Kenya (ASSEK)
2. Association of Countrywide Innovation Hubs (ACIH)
3. Petroleum Outlets Association of Kenya
4. Digital Financial Services Association of Kenya
5. Kenya Female Advisory Organization (KEFEADO)
6. Clean Cooking Association of Kenya (CCAK)
7. Kenya National Chamber of Commerce and Industry (KNCCI)
8. Kenya National Chamber of Commerce and Industry Uasin Gishu Chapter
9. Kenya National Chamber of Commerce and Industry Nakuru Chapter
10. Women In Water and Sanitation Association (WIWAS)
11. Kenya National Federation of Jua Kali Associations (KNFJKA)
12. KNFJKA Nakuru chapter
13. Uasin Gishu County Jua Kali Associations
14. CoELIB, Egerton University
15. Nakuru Box Innovation Center
16. Grappa Fashion
17. Eldohub
18. WISE HUB
19. Homeless of Kisumu (HOK Hub)
20. Kenya Private Sector Alliance (KEPSA)
21. Jua Kali Federation Kisumu County
22. Kenya SBDC – Nakuru
23. Tumaini Innovation Centre
24. Prosperous Coach
25. Kenya National Farmers Federation (KENAF)
26. Millennial Legacy Foundation
27. Nakuru Youth Empowerment Centre
28. Ubunifu Hub
29. Tumaini Innovation Center
30. 64 Office Suites
31. Mara Launchpad Incubation Center
32. Kikao
33. Poa Place
34. Ace Africa
35. Fablab Winam
36. KENAFF Nakuru County
37. Retail Trade Association of Kenya
38. Local Development Research Institute (LDRI)
39. AMREF-AEL
40. Kayana Create
41. SBDC Kisumu

Sample existing toolkits
WWF policy advocacy toolkit

Introduction
Why advocacy is important
General and golden rules for strategic advocacy
How to use toolkit
Phase 01: Explore Problem Tree
Context map
Stakeholder map
SWOT analysis
Phase 02: Plan
Theory of change
Message house
Advocacy plan
Phase 03: Implement
Advocacy meeting
Advocacy events
Written communication
Phase 04: Analyse and adapt
Regular logs
Reflection
Sharing learning
Time to decide
Phase 05: Exit

Tearfund advocacy toolkit

Part One: Laying the foundation for advocacy
Section A: The What, Where and who of advocacy
Section B: The why of advocacy
Section B1: Poverty reduction and other motivations
Section B2: Power and politics
Section B3: The biblical basis
Part Two: Practical action in advocacy
Section C: Overview of the advocacy cycle
Section D: Advocacy Cycle 1-Issue identification
Section E :Advocacy Cycle 2
Section E: 1 Research and analysis overview
Section E2: Research and analysis stakeholders
Section F: Advocacy Cycle 3
Section F1: Planning-putting it all together
Section F2: Planning-Risk, concerns and challenges
Section G: Advocacy Cycle 4
Section G1: Taking action-lobbying
Section G2: Taking action-Mobilising people
Section G3: Taking action-Using media
Section G4: Taking action-Using human rights
Section G5: Taking action-Difficult political contexts
Section H: Advocacy Cycle 5-Monitoring, reviewing, evaluation and learning

National advocacy toolkit: Global Network of Civil Society Organisations for Disaster Reduction (GNDR)

Content

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Acronyms
Introduction
What do we mean by advocacy?
GNDR members and advocacy
About this toolkit
Cross-cutting principles of an advocacy initiative
How to use this toolkit?

What is in the toolkit ?
1- Identifying the problem and your objective
2- Map the path to your objective
3- Assess who to target
4- Gather evidence to support your message

5- Plan how to influence
  Lobbying
  Campaigning

6- Define roles of partners
7- Implement your initiative

8- Monitoring and learning
  Monitoring your progress
  Learning from your initiatives

9-Wrap up

United Nations Educational, Scientific and Cultural Organization policy advocacy toolkit for youth

Toolkit Overview

Resources

Introduction to policy advocacy

Assessing opportunities for engagement

Five stages of policy change

What are the key components of effective policy advocacy?

Why should young people engage in policy advocacy?

Increasing access and influencing policy outcomes

Laying a foundation for effective policy engagement

Action: Establish advocacy objectives

How to: Make a policy brief work for you

Action: Undertake a national situation analysis

How to: Get policy-makers to listen to your recommendations

Action: Identify advocacy audience and build coalitions

How to: "Win friends" and create momentum for policy change

Action: Use social media and online working tools to increase inclusivity and impact

How to: Organize and amplify advocacy

How to: Institutionalise your agenda

HIVOS advocacy

How to use the toolkit

Part 1: Advocating for sustainable diets for all

Part 2: Reflecting on our advocacy approach and capabilities

Part 3: Co-creating an advocacy initiative

Step 1: Understanding and mapping the context

Step 2: Defining what needs to change and how

Step 3: Knowing who can make change happen

Step 4: Fostering multi-stakeholder dialogue

Step 5: Making the case

Step 6: Conveying the message

    Lobbying

    Engaging with the media

    Using social media

Step 7: Reviewing our plan and knowing if we have made a difference

Annexes: Additional information and templates

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- WWF Policy Advocacy Toolkit: Towards Strategic and Effective Advocacy 17-6-22

ACRONYMS

ADP: Annual development plans

BMO: Business member organization

CBK: Central Bank of Kenya

CIDP: County Integrated Development Plans

ESO: Entrepreneurship Support Organization

KNBS: Kenya Bureau Of Statistics

MSME: Micro small and medium enterprise

MTP: Medium Term Plan

NGAAF: National government affirmative action fund

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In carrying out its activities, the agency strives to apply the principle of belonging and so contributes to much needed change in the developing world. Already for 20 years, under the SlovakAid brand, SAIDC is expanding constantly and is working hard to address major global challenges. Whether through Team Europe Initiative projects, or projects implemented by our Slovak and foreign implementation partners, we strive to be part of a global effort to eliminate inequality and poverty, and thus improve the living conditions of people in developing countries around the world. SAIDC is a public body founded by Ministry of Foreign and European Affairs of the Slovak Republic.

www.slovakaid.sk

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