



Stakeholder Engagement & Public Participation for Konza Technopolis Development Authority

Project Management Division

1.0 Definition of terms

- 1.1 Stakeholder: groups & entities without whose support or buy-in the organization/programme/initiative would cease to exist (Freeman & Reed, 1983)
- 1.2 Stakeholder Engagement: This is the process of consulting and involving the relevant stakeholders to harvest their views and input to improve decision making to achieve programme objectives.
- 1.3 Communication: Sharing information to achieve a shared meaning.

2.0 Stakeholder Analysis

- 2.1 Stakeholder Management is an important discipline that successful people use to win support from others. It helps them ensure that their projects succeed where others fail. Stakeholder Analysis is the technique used to identify the key people who have to be won over. You then use Stakeholder Planning to build the support that helps you succeed.

The benefits of using a stakeholder-based approach are that:

- 2.1.1 You can use the opinions of the most powerful stakeholders to shape your projects at an early stage, their input can also improve the quality of your project.
- 2.1.2 Gaining support from powerful stakeholders can help you to win more resources – this makes it more likely that your projects will be successful.
- 2.1.3 By communicating with stakeholders early and frequently, you can ensure that they fully understand what you are doing and the benefits of your project – they can support you actively when necessary.

3.0 Stakeholder Mapping

3.1 Roles Of Stakeholders

Two of the Authority's strategic objectives talk about the importance of the role of stakeholders in achieving its goals namely:

- 3.1.1 Formation of partnerships with other actors in the National Innovation System, to recruit, attract, and develop high-end talent as well as create relevant, and smart innovative solutions and commercialize them.

- 3.1.2 Mobilising adequate and sustainable funding to meet the Authority's mandate and changing needs of the business community and residence.
- 3.2 The range and functions of the Authority's stakeholders fall into the following categories:
- 3.2.1 *Government:*
- a) Formulation and enforcement of policies to support the country
 - b) Allocation of resources for development and operation
 - c) Consumption of services
 - d) Sensitization of Citizen
 - e) Implementation of services
 - f) Provision of sustainable services
- 3.2.2 *Development partners:*
- a) Financing development
 - b) Consultancy services
 - c) Capacity building
- 3.2.3 *Private sector*
- a) Participate in policy formulation
 - b) Consumption of services
 - c) Provision of services
 - d) Financing development through Public Private Partnership
- 3.2.4 *Citizens*
- a) Consumption of services
 - b) Participation in policy formulation
 - c) Ownership of projects
- 3.2.5 *Civil society*
- a) Consumption of services
 - b) Participation in policy formulation

Stakeholder	Responsibility/Role	Expectation of the Stakeholder	Expectation from the stakeholder	Activities/Items to support
The Presidency	Owner of all Programmes initiated by the government	Programmes /initiatives that best support their Manifestos and Vision	-issuance of Executive Orders and Directives -Coordination all implementing agencies to realize the objectives in the Digital Master Plan	- a Cabinet paper
Development Partners	-They provide budgetary support to capital-intensive projects	-Plans for Financing -Uptake of project funds - M & E	-Availing of funds -Credit issues	- Implementation Plan
Vendors, Contractors, Consultants & Suppliers	-They implement proposed projects to realize objectives	-Good governance in project implementation -Honoring contractual terms -Transparency during tendering -Payments	-Knowledge Transfer -Post project Management support -Honoring contractual terms	-Implementation Plan -Vendor guidelines
Communities & Opinion leaders	The ICT infrastructure projects are rolled out in their areas and so have a say	-Direct benefits from the projects to the communities	-Support project implementation -Protect/safeguard the infrastructure	Project community outreach and stakeholder engagement plans
Media	They Educate and inform	-served with accurate, current information -build capacity of media to report on ICT Infrastructure	-Unbiased reporting -Framing of strategic issues touching on ICT Infrastructure	FAQs & Fact Sheets

Ministry of ICT	- Policy guidance -Quality control	-support from the sector -Information/data from the sector	-successful and effective implementation of initiatives outlined in the Master Plan -Information sharing/reports within the sector -Co-messaging (One sector, one voice)	-Implementation Plan
Private sector	-Promotion of entrepreneurship	Accurate data/information Conduct business with the Government	-Venture into the production of devices and software development. -Support government endeavours.	-White Paper
Government communicators	The link between the government and the citizens Communicate government policies, programs, projects and plans	Accurate data/information Be involved in the implementation Capacity building Facilitation	-ICT is part of your day-to-day messaging in speeches etc. -Implementation of communication plans -Enhanced media engagement with the sector	-Master Plan communication strategy
Political leaders (National Assembly, Senate, County Assembly)	Provide political leadership Legislation and oversight	Involvement Data and reports Successful implementation	-Support the implementation of programmes/projects -Mobilization of communities to support initiatives outlined in the Master Plan	Advocacy Plan

4.0 Identified stakeholders for KoTDA:

- 4.1 County Governments (Makueni, Kajiado, Machakos)
- 4.2 Ministries, Departments and Agencies (MDA's)
- 4.3 Real Estate Industry
- 4.4 Education Institutions - KAIST /CUE
- 4.5 Life Sciences / Hospitals Vaccine Factory
- 4.6 Light Manufacturing and Industry
- 4.7 Retail
- 4.8 Hotels and Convention Centres
- 4.9 Transportation and Logistics – SGR, KeNHA etc
- 4.10 Energy
- 4.11 Entertainment and Recreational Facilities (Digital Media City)
- 4.12 Agriculture

5.0 Prioritize Stakeholders

Once we have a long list of people and organizations that are affected by our work. Some of them may have the power either to block or advance. Some may be interested in what we are doing, others may not care. This is where the Power-Interest grid comes in handy in segregating/prioritizing the stakeholders. Doing this helps in identifying stakeholders based on their power and interest in the project. When you plot your stakeholders on a power/interest grid, you can determine who has high or low power to affect your project, and who has high or low interest. People with high power need to be kept satisfied, while people with high-interest need to be kept informed. When a stakeholder has both, we make sure we manage their expectations very closely!



Power - Interest Grid.

The above figure explains the different approach we should have for the segregated/prioritized stakeholders.

- 5.1 **High power - High interest:** these are the stakeholders who are decision-makers and have the biggest impact on the project's success hence you must closely manage their expectations.
- 5.2 **High power - Low Interest:** these are the stakeholders needed to be kept in the loop, these stakeholders need to be kept satisfied even though they aren't interested because they yield power. These types of stakeholders should be dealt with cautiously as well since they may use their power in a not desired way in the project if they become unsatisfied.
- 5.3 **Low power – High interest:** keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the details of your project.
- 5.4 **Low power - low interest:** monitor these people, but do not bore them with excessive communication.

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