

**FIRST QUARTER TRADE AND INFORMAL SECTOR CITIZEN FORUM  
(JULY - SEPTEMBER 2024)**

**NOTICE**

Pursuant to the principles of public participation and citizen engagement under **Article 10 and Article 174 of the Constitution of Kenya** and in accordance with the **Urban Areas and Cities Act** and the **County Governments Act**, **Meru Municipality** hereby notifies all stakeholders in the **Trade and Informal Sector** of the forthcoming **First Quarter Citizen Forum** as scheduled below:

**Date:** 19th September 2024

**Venue:** Annex Conference Centre, Meru

**Time:** 10:00 a.m. - 12:00 noon

**Forum:** Trade and Informal Sector Citizen Forum

This consultative engagement will bring together traders, market committee officials, and other actors within the informal trade sector to deliberate on matters affecting market operations, micro-enterprises, the trading environment, and service delivery within Meru Municipality.

All market committees, trader representatives, and informal sector stakeholders are encouraged to attend and actively participate in promoting orderly, clean, and economically vibrant trading environments within Meru Municipality.

Issued accordingly.

**Dr. Jotham M. Kirimi**  
Municipal Manager  
Meru Municipality



## MERU Municipality

### MINUTES AND PROCEEDINGS OF THE FIRST QUARTER TRADE AND INFORMAL SECTOR CITIZEN FORUM (JULY – SEPTEMBER 2025)

**Date:** Friday, 19th September 2025 ✓  
**Venue:** Annex Conference Centre, Meru  
**Time:** 10:00 a.m. – 11:30 a.m.  
**Forum:** Trade and Informal Sector Citizen Forum



#### **1. Introduction and Legal Basis**

The First Quarter Trade and Informal Sector Citizen Forum was convened pursuant to the principles of participatory urban governance as provided under Article 10 and Article 174 of the Constitution of Kenya and in accordance with the provisions of the Urban Areas and Cities Act and the County Governments Act, which require structured citizen engagement in municipal governance.

The Forum formed part of the Municipality's institutionalized quarterly Citizen Fora calendar for FY 2025/2026 and was designed to provide a structured engagement platform for manufacturers, wholesalers, retailers, hawkers, street vendors and informal trade operators operating within Meru Municipality.

The purpose of the meeting was to deliberate on licensing compliance, zoning and spatial organization, sanitation standards, waste management responsibilities, infrastructure needs and the promotion of structured coexistence within the urban framework.

#### **2. Attendance**

The meeting was chaired by the Municipal Manager.

In attendance were:

- Members of the Meru Municipal Board
- The Municipal Social Development Officer (Officer in Charge of Citizen Fora)
- The Municipal Enforcement Officer
- Representatives of manufacturers
- Representatives of wholesalers and retailers
- Representatives of hawkers and street vendors
- Informal sector association officials
- Technical officers from the departments of Trade, Public Health, Environment and Urban Planning

A signed attendance register is annexed to these minutes as Annex I.

#### **3. Opening Remarks by the Chair**

The Chair called the meeting to order at 10:05 a.m. with a word of prayer. In his opening remarks, the Chair welcomed all participants and emphasized that the Forum was not an enforcement session but a structured dialogue platform aimed at improving order, compliance and service delivery within the Municipality. He underscored that urban order, cleanliness and economic vibrancy are complementary rather than conflicting objectives.

He further noted that Meru Municipality recognizes the informal sector as a critical pillar of the local economy, providing employment and supporting household livelihoods. However, the sustainability of trade activities depends on compliance with licensing requirements, spatial planning regulations and public health standards.

#### **4. Confirmation of Agenda**

The agenda was adopted as follows:

1. Licensing Compliance
2. Zoning and Spatial Organization of Trade Activities
3. Sanitation Standards and Waste Management Responsibilities
4. Infrastructure and Market Facilities
5. Structured Coexistence and Conflict Resolution
6. Open Forum

#### **5. Deliberations**

##### **5.1 Licensing Compliance**

The Trade Officer presented an overview of current licensing compliance levels within the Municipality. It was noted that while compliance among established retailers and wholesalers remained relatively high, there were significant gaps among segments of the informal sector.

Concerns were raised by hawkers and street vendors regarding perceived high licensing fees and limited clarity on categorization. Some participants expressed that multiple inspections by different officers created confusion and anxiety.

The Municipal Manager clarified that licensing is a statutory requirement and forms part of the Municipality's revenue base for service delivery, including waste collection, lighting and infrastructure maintenance. It was resolved that the Municipality would enhance public awareness on license categories, fees and payment procedures and streamline inspection protocols to avoid duplication.

##### **5.2 Zoning and Spatial Organization**

The Municipal Planner presented a brief on designated trading zones and the need to maintain pedestrian walkways, road reserves and public spaces free of obstruction. Manufacturers and wholesalers supported structured zoning, citing congestion and unfair competition from traders operating outside designated areas. Hawkers and informal operators requested the allocation of clearly marked and secure vending spaces to prevent frequent displacement.

The meeting agreed on the need for progressive regularization rather than abrupt enforcement. The Municipality committed to reviewing available public spaces for potential designation as organized vending zones and to engage stakeholders before implementing relocation measures.

##### **5.3 Sanitation Standards and Waste Management**

The Public Health Officer highlighted recurring challenges related to waste disposal, especially in open-air markets and roadside trading points. It was observed that inadequate waste segregation and irregular disposal contribute to environmental degradation and public health risks.

Traders acknowledged shared responsibility but requested more strategically placed waste bins and predictable waste collection schedules.

The Municipal Enforcement Officer reiterated that littering and illegal dumping attract penalties under municipal by-laws. However, he emphasized that enforcement would be complemented by sensitization.

It was resolved that:

- Traders' associations shall designate cleanliness marshals within their clusters.
- The Municipality shall review waste collection frequency in high-density trading zones.
- Joint cleanliness campaigns shall be organized quarterly.

#### **5.4 Infrastructure and Market Facilities**

Participants raised concerns regarding inadequate market sheds, poor drainage in certain trading areas, limited access to water points and insufficient lighting in early morning and evening trading hours.

The Municipal Engineer informed the Forum that infrastructure improvements are being factored into the FY 2025/2026 work plan and budget, subject to resource availability. Priority areas will be guided by need, revenue potential and safety considerations.

The Chair emphasized that infrastructure development must be accompanied by responsible use and maintenance by traders.

#### **5.5 Structured Coexistence and Conflict Resolution**

The Forum discussed tensions between formal businesses and informal traders, particularly regarding frontage encroachment and pricing dynamics.

It was agreed that orderly coexistence requires mutual respect, clear spatial demarcation and continuous dialogue. Traders' association leaders committed to internal discipline among members to prevent confrontations and incitement.

The Municipal Social Development Officer proposed structured cluster meetings at ward level to address emerging disputes before escalation.

#### **6. Resolutions and Action Points**

After deliberations, the following resolutions were adopted:

1. The Municipality shall conduct a targeted licensing sensitization campaign within 30 days.
2. A joint technical team shall review and map potential organized vending zones.
3. Waste management coordination between traders' associations and the Environment Department shall be strengthened.
4. Infrastructure priority areas shall be documented and incorporated into the municipal implementation matrix.
5. Quarterly engagement between trade representatives and the Municipality shall be maintained as an institutionalized governance practice.

### **7. General Observations**

The Forum noted that sustained engagement enhances compliance, reduces enforcement conflicts and strengthens trust between the Municipality and the business community. Participants appreciated the structured platform and requested continued inclusivity, especially for smaller informal operators.

### **8. Closing**

There being no other business, the Chair thanked participants for their constructive contributions and reaffirmed the Municipality's commitment to participatory, lawful and development-oriented urban management.  
The meeting was adjourned at 11:30 a.m.

**Confirmed as a true record of the proceedings**

  
**Dr. Jotham M. Kirimi**  
**Municipal Manager, Meru Municipality**

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Municipal Social Development Officer  
(Officer in Charge – Citizen Fora)

Date: 19/09/2025

**Annex I: Attendance Register (Attached)**

**MERU Municipality**

**FOURTH QUARTER CITIZEN FORUM FY 2024/2025**  
Annual Municipal Stakeholders Engagement Forum

**NOTICE**

Notice is hereby given that Meru Municipality will convene the **Fourth Quarter Citizen Forum FY 2024/2025 for Annual Municipal Stakeholders Engagement** as detailed below:

**Date:** Tuesday, 10th June 2025 04  
**Venue:** Gitoro Conference Centre, Meru  
**Time:** 10.00 a.m. – 1.00 p.m.

This notice is issued seven (7) days prior to the meeting date to allow adequate preparation and participation by all stakeholders.

**Participating Group:**

Annual Municipal Stakeholders

All municipal stakeholders, sector representatives, business associations, community organizations and interested members of the public are invited to attend and actively participate in discussions aimed at strengthening participatory governance, accountability and collaborative urban management within Meru Municipality.

Issued by:

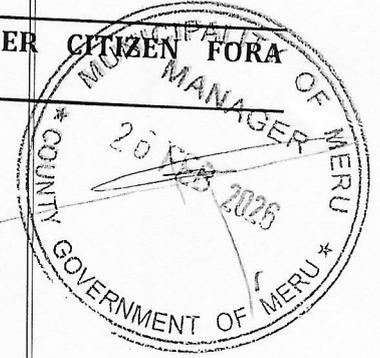
  
The Municipal Manager, Meru Municipality

**Date of Notice:** 3rd June 2025



## MERU Municipality

# MINUTES AND PROCEEDINGS OF THE SECOND QUARTER CITIZEN FORA (Hotel and Hospitality Operators Engagement Forum)



### 1. Meeting Particulars

**Convening Authority:** Meru Municipality  
**Forum:** First Quarter Citizen Forum  
**Date:** Friday, 21<sup>st</sup> October 2024  
**Venue:** Gitoro Conference Centre  
**Time:** 10.00 a.m. – 11.00 a.m.  
**Target Participants:** Hotel and Hospitality Operators

### Objective of the Forum:

The forum was convened to provide an institutional platform for structured public participation and engagement between the Municipality and hotel and hospitality operators. The aim was to:

- Enhance regulatory compliance;
- Improve municipal service delivery;
- Promote environmental responsibility;
- Strengthen collaboration in urban governance.

### 2. Legal and Institutional Basis

The Citizen Forum was convened pursuant to the principles of public participation, transparency and accountability as enshrined in the Constitution of Kenya and the statutory framework governing urban areas and municipalities. These provisions obligate municipalities to facilitate stakeholder engagement on issues affecting service delivery, urban management and local economic development.

### 3. Attendance

The meeting was attended by:

- The Municipal Manager and Municipal technical officers;
- Representatives of hotel and hospitality establishments operating within Meru Municipality.

The attendance register forms Annex I to these minutes.

### 4. Opening of the Meeting

The meeting commenced at 10.10 a.m. with an opening prayer delivered by a participant. The Municipal Manager welcomed participants, thanked them for honoring the invitation issued on 6th September 2024 and emphasized that citizen forums are an essential mechanism for inclusive governance. He highlighted that these forums provide direct feedback channels between municipal administration and stakeholders affected by municipal policies and services.

He further noted that:

- Hotel and hospitality businesses are central partners in urban growth, employment creation and municipal revenue sustainability;

- Compliance and enforcement should be guided by dialogue and understanding;
- Sustainable urban management requires shared responsibility between the Municipality and business operators.

## **5. Adoption of Agenda**

The proposed agenda was presented and unanimously adopted as follows:

1. Business compliance and licensing concerns
2. Waste management responsibilities
3. Environmental standards
4. Municipal service delivery affecting the business environment
5. Open stakeholder engagement
6. Resolutions and way forward

## **6. Deliberations and Proceedings**

### **6.1 Business Compliance and Licensing Concerns**

Participants raised concerns regarding:

- Delays in processing and renewal of business permits;
- Limited understanding of licensing categories and regulatory requirements;
- Multiple inspections by different enforcement units causing operational disruptions.

#### **Discussion:**

The Municipal technical team clarified licensing procedures, noting that ongoing administrative reforms aim to simplify compliance processes and improve coordination among enforcement teams.

#### **Agreements:**

- The Municipality will enhance sensitization on licensing procedures and compliance obligations;
- Coordination of inspections will be improved to minimize duplication;
- Clear communication channels for licensing inquiries and feedback will be established.

### **6.2 Waste Management Responsibilities**

Participants highlighted:

- Irregular waste collection in some commercial areas;
- Accumulation of waste near hotels and hospitality establishments;
- Need for clarity on the responsibilities of businesses in waste segregation and handling.

#### **Discussion:**

The Municipality emphasized that effective waste management requires cooperation between service providers and business operators. Operators were reminded of their obligation to maintain proper waste storage facilities.

#### **Agreements:**

- Businesses to install approved waste receptacles on their premises;

- Municipality to review collection schedules for high-density commercial areas;
- Promotion of waste segregation and environmentally responsible disposal practices.

### **6.3 Environmental Standards**

Key concerns raised included:

- Noise pollution from entertainment and hospitality activities;
- Improper wastewater disposal by some establishments;
- The need for environmental awareness training for operators.

#### **Discussion:**

Municipal officers reiterated the enforcement of environmental and public health standards to safeguard public welfare and maintain orderly urban development.

#### **Agreements:**

- Increased environmental compliance inspections targeting the hospitality sector;
- Organization of environmental sensitization programs for hotel and hospitality operators;
- Enforcement measures against persistent non-compliance in line with applicable regulations.

### **6.4 Municipal Service Delivery Affecting the Business Environment**

Issues raised included:

- Insufficient street lighting affecting security and operational hours;
- Blocked drainage systems causing flooding around commercial areas;
- Need for improved cleanliness in streets adjacent to hotels and hospitality establishments.

#### **Discussion:**

The Municipal Manager acknowledged these concerns and informed participants that ongoing municipal operations prioritize infrastructure improvement and urban cleanliness in commercial zones.

#### **Agreements:**

- Technical assessment of priority infrastructure concerns raised;
- Strengthening of cleansing operations in business districts;
- Continuous engagement through quarterly citizen forums to monitor progress.

## **7. Open Stakeholder Engagement**

During the interactive session, participants appreciated the Municipality for institutionalizing citizen forums and requested:

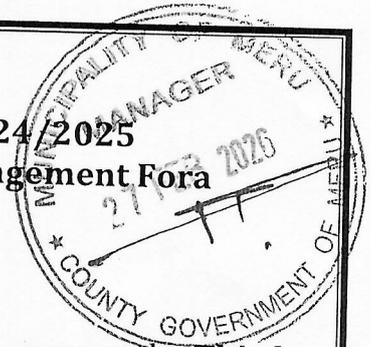
- Regular consultations prior to policy or regulatory changes affecting hotels and hospitality businesses;
- Timely dissemination of municipal notices and enforcement information;
- Continued dialogue to promote a predictable and supportive business environment.

The Municipal Manager assured participants that stakeholder engagement would remain a core governance practice of the Municipality.



**MERU Municipality**

**THIRD QUARTER CITIZEN FORA FY 2024/2025  
Health Providers and Chemist Owners Engagement Fora**



**NOTICE**

Notice is hereby given that **Meru Municipality** will convene the **Third Quarter Citizen Fora FY 2024/2025** as detailed below:

**Date:** Monday, 10th March 2025

**Venue:** Gitoro Conference Centre

**Time:** 10.00 a.m. – 11.30 a.m.

This notice is issued **seven (7) days in advance** to facilitate adequate preparation and participation by stakeholders.

**Participating Group:**

Health Providers, Chemist Owners and related private health service operators within the Municipality.

All health service providers and stakeholders within the Municipality are invited to attend and participate in discussions aimed at strengthening compliance, improving public health standards and enhancing collaboration between the Municipality and private healthcare operators.

**Issued by:**

  
The Municipal Manager, MERU Municipality

**Date of Notice:** 3rd March 2025

## MERU Municipality

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### MINUTES AND PROCEEDINGS OF THE THIRD QUARTER CITIZEN FORA FY 2024/2025

(Health Providers and Chemist Owners Engagement Forum)

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#### 1. Meeting Particulars

**Convening Authority:** Meru Municipality

**Forum:** Third Quarter Citizen Fora

**Date:** Monday, 10th March 2025

**Venue:** Annex Conference Centre

**Time:** 10.00 a.m. – 11.30 a.m.

**Target Participants:** Health Providers, Chemists Owners and related private health service operators within the Municipality



#### Objective of the Fora:

The fora was convened to provide a structured platform for engagement between the Municipality and private health sector stakeholders with the aim of:

- Enhancing compliance with public health and municipal regulations;
- Strengthening collaboration in urban health service delivery;
- Promoting environmental health and sanitation standards;
- Addressing municipal service delivery issues affecting health facilities.

#### 2. Legal and Institutional Basis

The Citizen Fora was convened pursuant to the principles of public participation, transparency and accountability as provided for under the Constitution of Kenya and the statutory framework governing urban areas and municipalities. The legal framework obligates municipalities to facilitate stakeholder engagement on matters affecting public health, service delivery, environmental management and local economic development.

#### 3. Attendance

The meeting was attended by:

- The Municipal Manager and Municipal technical officers;
- Representatives of private hospitals, clinics and medical centres;
- Licensed chemists and pharmaceutical operators;
- Health practitioners operating within Meru Municipality.

The attendance register forms Annex I to these minutes.

#### 4. Opening of the Meeting

The meeting commenced at 10.08 a.m. with an opening prayer delivered by one of the participants.

The Municipal Manager welcomed participants and emphasized the critical role played by health providers in safeguarding public health and supporting urban development. He noted that collaboration between the Municipality and health stakeholders is essential in ensuring compliance with environmental health standards and maintaining safe urban environments.

Key remarks included:

- Health facilities must comply with municipal licensing, sanitation, and environmental requirements;
- Public health standards are a shared responsibility between regulators and service providers;
- Continuous dialogue improves regulatory clarity and service efficiency.

## **5. Adoption of Agenda**

The proposed agenda was presented and unanimously adopted as follows:

1. Licensing and regulatory compliance for health facilities
2. Medical waste management and sanitation standards
3. Environmental health and public safety requirements
4. Municipal service delivery affecting health facilities
5. Open stakeholder engagement
6. Resolutions and way forward

## **6. Deliberations and Proceedings**

### **6.1 Licensing and Regulatory Compliance**

Participants raised concerns regarding:

- Delays in renewal of business and operational permits;
- Overlapping inspections by different regulatory agencies;
- Need for clearer guidance on municipal compliance requirements.

#### **Discussion:**

Municipal officers clarified licensing procedures and emphasized ongoing efforts to streamline administrative processes and enhance coordination among inspection teams.

#### **Agreements:**

- Municipality to enhance sensitization on licensing procedures;
- Improve coordination of inspections to minimize duplication;
- Establish clear communication channels for compliance inquiries.

### **6.2 Medical Waste Management and Sanitation Standards**

Participants highlighted:

- Challenges in disposal of medical and pharmaceutical waste;
- Limited awareness on approved disposal mechanisms;
- Need for structured guidance on safe waste handling.

#### **Discussion:**

Municipal Public Health Officers emphasized strict adherence to safe waste management practices to prevent environmental contamination and public health risks.

#### **Agreements:**

- Health facilities to comply with approved medical waste disposal procedures;
- Municipality to provide technical guidance and sensitization on waste handling;
- Strengthen monitoring of waste management compliance.

### **6.3 Environmental Health and Public Safety Requirements**

Issues raised included:

- Drainage and sanitation challenges around some health facilities;
- Noise and congestion affecting patient access in commercial zones;
- Need for improved environmental compliance awareness.

#### **Discussion:**

Municipal officers reiterated enforcement of environmental health standards to ensure safe and hygienic surroundings for patients and the public.

#### **Agreements:**

- Conduct periodic environmental health inspections;
- Organize sensitization programs targeting health service providers;
- Encourage facilities to maintain clean and accessible premises.

### **6.4 Municipal Service Delivery Affecting Health Facilities**

Participants raised concerns on:

- Inconsistent waste collection near health facilities;
- Street lighting affecting security for night operations;
- Blocked drainage systems contributing to sanitation risks.

#### **Discussion:**

The Municipal Manager acknowledged the concerns and noted that municipal operations prioritize sanitation, infrastructure maintenance and urban safety improvements.

#### **Agreements:**

- Technical assessment of infrastructure concerns raised;
- Strengthening cleansing operations around health zones;
- Continued engagement through citizen forums to track improvements.

## **7. Open Stakeholder Engagement**

During the interactive session, participants requested:

- Regular consultation before introduction of new regulatory measures;
- Timely communication on municipal notices affecting health facilities;
- Continued collaboration to support safe and compliant healthcare operations.

The Municipal Manager assured participants that stakeholder engagement would remain an integral part of municipal governance.

## **8. Key Outcomes of the Forum**

The forum achieved the following outcomes:

- Strengthened collaboration between the Municipality and private health sector stakeholders;
- Improved understanding of regulatory and environmental health requirements;
- Identification of service delivery gaps affecting health facilities;
- Reinforcement of shared responsibility in maintaining public health standards.

## **9. Way Forward**

It was resolved that:

- Issues raised be incorporated into municipal operational planning and public health strategies;
- The Municipal technical team monitor implementation of agreed actions;
- Progress be reviewed during subsequent citizen forums.

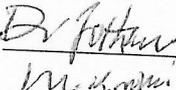
#### 10. Closure

There being no further business, the meeting was formally closed at 11.40 a.m. with a vote of thanks from the Municipal Manager, who appreciated participants for their constructive engagement and reaffirmed the Municipality's commitment to collaborative urban governance and improved public health management.

**Prepared by:**

  
Forum Secretariat  
Meru Municipality

**Confirmed by:**

Municipal Manager:  Signature:  Date: 10/3/2025  
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**MERU Municipality**

**SECOND QUARTER CITIZEN FORUM FY 2024/2025  
(Hotel and Hospitality Operators Engagement Forum)**

**NOTICE**

Notice is hereby given that **Meru Municipality** will convene the **First Quarter Citizen Forum FY 2024/2025** as detailed below.

**Date:** 21st October 2024

**Venue:** Gitoro Conference Centre

**Time:** 10.00 a.m. – 11.00 a.m.

This notice is issued **seven (7) days in advance** to allow adequate preparation and participation by stakeholders.

**Participating Group:**

Hotel and Hospitality Operators within the Municipality.

All hotel owners, hospitality operators, restaurant managers, accommodation providers and related stakeholders within the Municipality are invited to attend and participate in discussions aimed at enhancing compliance, improving service delivery and promoting a clean, safe and conducive business environment.

**Issued by:**

The Municipal Manager, MERU Municipality

**Date of Notice:** 13th October 2024



**MERU Municipality**  
**MINUTES AND PROCEEDINGS OF THE FOURTH QUARTER CITIZEN FORA FY**  
**2024/2025**  
*(Annual Municipal Stakeholders Engagement Fora)*

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## 1. Meeting Particulars

**Convening Authority:** Meru Municipality

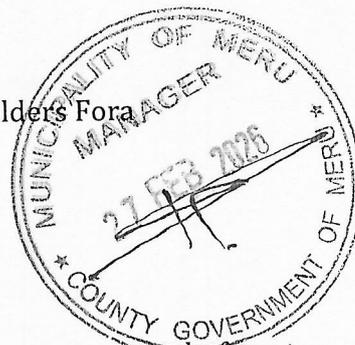
**Forum:** Fourth Quarter Citizen Fora – Annual Municipal Stakeholders Fora

**Date:** June 2025

**Venue:** Gitoro Conference Centre, Meru

**Time:** 10.00 a.m. – 1.00 p.m.

**Participating Group:** Annual Fora for Municipal Stakeholders



### Objective of the Fora

The fora was convened as the Municipality's annual stakeholder engagement platform to review performance and strengthen participatory urban governance through:

- Annual review of resolutions arising from previous citizen fora;
- Evaluation of municipal service delivery during FY 2024/2025;
- Assessment of stakeholder compliance and institutional collaboration;
- Identification of emerging urban challenges affecting the Municipality; and
- Priority setting and stakeholder input toward planning for FY 2026/2027.

## 2. Legal and Institutional Basis

The Citizen Fora was convened pursuant to the constitutional principles of public participation, transparency, accountability and inclusive governance as provided under the Constitution of Kenya and in conformity with the statutory framework governing urban management and municipalities.

Municipalities are obligated to establish structured mechanisms for stakeholder engagement to promote responsive governance, collaborative service delivery and participatory decision-making in urban development and management.

## 3. Attendance

The fora brought together a broad representation of municipal stakeholders, including:

- The Municipal Manager and Municipal technical officers;
- Representatives of business associations and traders' groups;
- Transport sector representatives;
- Health service providers and professional stakeholders;
- Hospitality and commercial sector representatives;
- Manufacturers and processors;
- Civil society and community representatives;
- Market and informal sector leaders; and
- Members of the public.

The attendance register forms Annex I to these minutes.

## 4. Opening of the Meeting

The meeting commenced at 10.10 a.m. with an opening prayer.

The Municipal Manager welcomed participants and noted that the Fourth Quarter Citizen Fora serves as the Municipality's annual accountability and reflection platform. He emphasized that stakeholder engagement remains central to effective municipal governance and sustainable urban management. He highlighted that the Municipality values stakeholder feedback as an essential tool for improving policy implementation, service delivery efficiency, and institutional responsiveness.

## **5. Adoption of Agenda**

The agenda was presented and adopted unanimously as follows:

1. Review of resolutions from previous Citizen Fora
2. Evaluation of municipal service delivery performance FY 2024/2025
3. Compliance status and stakeholder collaboration
4. Emerging urban challenges
5. Stakeholder priorities for FY 2026/2027
6. Open stakeholder engagement
7. Resolutions and way forward

## **6. Deliberations and Proceedings**

### **6.1 Review of Previous Citizen Fora Resolutions**

The Municipal Secretariat presented a status report outlining actions undertaken following resolutions made during earlier quarterly fora.

#### **Key Progress Noted:**

- Improvement in waste collection scheduling in major market areas;
- Increased stakeholder sensitization on licensing compliance;
- Strengthened collaboration between municipal enforcement and stakeholder associations;
- Incremental infrastructure maintenance within priority urban zones.

Stakeholders acknowledged progress but emphasized the need for sustained implementation and regular feedback mechanisms.

#### **Agreement:**

- Quarterly reporting on resolution implementation to be institutionalized.

### **6.2 Evaluation of Municipal Service Delivery (FY 2024/2025)**

Participants reviewed performance across key service areas including:

- Solid waste management and sanitation services;
- Urban cleanliness and drainage maintenance;
- Licensing and revenue administration;
- Enforcement and compliance management;
- Public health and environmental regulation;
- Urban infrastructure maintenance.

#### **Stakeholder Observations:**

- Noticeable improvement in selected zones but uneven service delivery across wards;
- Need for faster response to drainage and waste-related complaints;
- Increased demand for predictable enforcement practices;

- Need for enhanced communication between Municipality and stakeholders.

**Municipal Response:**

Technical officers outlined operational constraints including resource limitations, equipment capacity and rapid urban growth pressures.

**Agreements:**

- Improve service scheduling transparency;
- Strengthen complaint response mechanisms;
- Enhance coordination between departments.

**6.3 Compliance Status and Stakeholder Collaboration**

The Municipality presented an overview of compliance trends relating to licensing, sanitation standards, environmental regulations and business operations.

**Findings:**

- Improved licensing compliance among organized stakeholder groups;
- Persistent non-compliance within informal trading areas;
- Increased willingness among stakeholders to cooperate with enforcement teams.

**Resolutions:**

- Expand compliance sensitization programs;
- Promote self-regulation through stakeholder associations;
- Encourage dialogue before enforcement actions where feasible.

**6.4 Emerging Urban Challenges**

Stakeholders identified several emerging concerns affecting municipal management:

- Rapid urban population growth and pressure on infrastructure;
- Waste generation exceeding current collection capacity;
- Traffic congestion and competing use of public spaces;
- Environmental degradation and drainage blockages;
- Rising demand for organized trading and business spaces.

The Municipal Manager emphasized the need for shared responsibility between the Municipality and stakeholders in addressing urban challenges.

**6.5 Priority Setting for FY 2026/2027**

Participants collectively proposed priority areas for the upcoming planning cycle:

- Expansion and modernization of waste management systems;
- Improvement of drainage and stormwater management;
- Development and upgrading of trading and business infrastructure;
- Strengthening public health and environmental enforcement;
- Digitization of licensing and revenue services;
- Structured stakeholder engagement frameworks.

The Municipality committed to incorporating stakeholder inputs into planning and budgeting processes.

**7. Open Stakeholder Engagement**

During the interactive session, stakeholders emphasized:

- Need for predictable municipal policies;
- Regular communication and advance notice on regulatory changes;
- Continuous engagement beyond statutory forums;

- Fair and transparent enforcement practices.

The Municipal Manager reaffirmed the Municipality's commitment to inclusive governance and ongoing consultation.

### 8. Key Outcomes of the Fora

The Fourth Quarter Citizen Fora achieved the following:

- Provided an annual accountability platform between the Municipality and stakeholders;
- Reviewed implementation progress of prior resolutions;
- Evaluated municipal service delivery performance;
- Identified emerging urban governance challenges;
- Established stakeholder-informed priorities for FY 2026/2027.

### 9. Administrative Provision

Proceedings of each Citizen Fora shall be formally recorded and maintained as part of the Municipality's official citizen participation records.

The annual Citizen Fora calendar may be adjusted administratively where necessary to accommodate statutory obligations, operational requirements or emerging municipal priorities.

### 10. Way Forward

It was resolved that:

- Agreed priorities shall inform municipal planning and operational strategies;
- Technical departments shall prepare implementation action matrices;
- Progress shall be reviewed during subsequent citizen engagement forums;
- Stakeholder communication channels shall be strengthened to enhance accountability.

### 11. Closure

There being no further business, the meeting was formally closed at 1.05 p.m. with a vote of thanks from the Municipal Manager, who appreciated stakeholders for their participation and reaffirmed the Municipality's commitment to collaborative urban governance and continuous citizen engagement.

Prepared by:

  
Municipal Secretariat

Confirmed by:

Municipal Manager:  Signature:  Date: 