

MERU COUNTY PRIVATE SECTOR ENGAGEMENT FRAMEWORK (PSEF)

Guiding Urban Boards in Private Sector Engagement for Inclusive, Competitive, and
Resilient Urban Areas

County Government of Meru
2025

TABLE OF CONTENTS

Abbreviations and Acronyms.....	i
FOREWORD.....	ii
ACKNOWLEDGEMENT.....	iii
EXECUTIVE SUMMARY.....	iv
1. INTRODUCTION.....	1
1.1 Background.....	2
1.2 Rationale for a Framework for Public–Private Engagement for Urban Development.....	3
1.3 Current Practice of Private Sector Engagement.....	4
1.4 Implementation of the Kenya Urban Support Programme II (KUSP II).....	5
1.5 Development of the Framework.....	6
1.6 Legal Basis and Alignment to Existing County Frameworks and Processes.....	8
1.6.1 Legal Basis.....	8
The Constitution of Kenya (2010).....	8
The Urban Areas and Cities Act (2011, amended 2019).....	8
The County Governments Act (2012).....	8
The Data Protection Act (2019).....	8
The Public Participation Frameworks.....	9
1.6.2 Alignment with County Frameworks and Processes.....	9
Meru County Integrated Development Plan (CIDP) 2023-2027.....	9
Meru Integrated Development Plan (IDePs) 2023-2027.....	9
Annual Development Plans and Budgets.....	9
Integrated Strategic Urban Development Plan 2011-2030.....	9
Public Participation Mechanisms.....	10
1.7 Objectives of the Private Sector Engagement Framework.....	11
1.7.1 Overall Objective.....	11
1.7.2 Specific Objectives.....	11
1.8 Approach to the Private Sector Engagement Framework.....	12
Evidence-Based Engagement.....	12
Structured Dialogue Platforms.....	12
Inclusive Stakeholder Participation.....	12
Integration with Urban Planning Processes.....	12
Collaboration and Partnerships.....	13

Continuous Learning and Improvement.....	13
1.9. Principles of the Private Sector Engagement Framework	14
Inclusivity.....	14
Transparency.....	14
Accountability	14
Evidence-Based Decision Making	14
Collaboration and Partnership.....	14
Structured Representation	14
Responsiveness.....	15
1.10 Key Actors and Roles	15
1.10.1 County Government.....	15
1.10.2 County Project Coordination Team (CPCT)	15
1.10.3 Municipal Board	16
1.10.4 Municipal Manager.....	16
1.10.5 Private Sector Stakeholders.....	16
1.11 Benefits of Adopting the Private Sector Engagement Framework.....	17
Improved Urban Planning and Decision-Making	17
Strengthened Public–Private Collaboration	17
Improved Business Environment	17
Promotion of Investment and Local Economic Development.....	18
Increased Transparency and Accountability.....	18
Enhanced Stakeholder Participation	18
Strengthened Institutional Capacity	18
2. COMPONENTS OF THE PRIVATE SECTOR ENGAGEMENT FRAMEWORK.....	19
2.1 Private Sector Database for Meru County Urban Boards	19
2.2 Private Sector Diagnostic.....	20
2.3 Public–Private Dialogue Forums (PPDF)	20
2.4 Capacity Building and Outreach.....	21
2.5 Communication and Feedback Channels	21
2.6 Institutional Arrangements and Resource Framework.....	22
3. ENABLERS FOR EFFECTIVE AND SUSTAINED PRIVATE SECTOR ENGAGEMENT.....	23
3.1 Political and Institutional Support.....	23
3.2 Strong Institutional Structures.....	23

3.3 Availability of Reliable Data.....	23
3.4 Adequate Financial and Technical Resources	24
3.5 Strong Private Sector Organizations	24
3.6 Effective Communication and Information Sharing	24
4. CHALLENGES, RISKS AND MITIGATION STRATEGIES.....	25
5. PERFORMANCE AND ACCOUNTABILITY FRAMEWORK.....	27
5.1 Key Performance Indicators.....	27
5.2 Monitoring and Reporting Mechanisms	28
5.3 Accountability Mechanisms.....	28
6. PSEF CONSIDERATIONS FOR SUSTAINABILITY.....	30
6.1 Institutionalization within Urban Governance Structures.....	30
6.2 Integration with County Planning and Budgeting Processes.....	30
6.3 Sustainable Financing	30
6.4 Capacity Building and Institutional Strengthening	31
6.5 Continuous Monitoring and Learning	31
7. REFERENCES.....	32
8. ANNEXES.....	33
Annex 1: Summary of relevant legislation	33
Annex 2: Alignment and Linkage to the Urban Governance Regulatory Framework	35
Strengthening Urban Governance Through Private Sector Engagement	36
Annex 3: Fields in the Single Business Permit (SBP) Application Form and Additional Fields Suggested for the Private Sector Database	37
Use of the Database	38
Data Management and Protection	38
Annex 4: Suggested Calendar for Two Annual Public–Private Dialogue Forums Aligned to the Urban Board Planning and Budgetary Calendar	39
Purpose of the Dialogue Forums.....	40
Coordination of the Forums.....	40
Annex 5: Sample Results Framework for Monitoring the Implementation of the Private Sector Engagement Framework.....	41
Monitoring and Reporting	42

Abbreviations and Acronyms

PSEF – Private Sector Engagement Framework

PPDF – Public Private Dialogue Forum

SBP – Single Business Permit

IDeP – Integrated Development Plan

UACA – Urban Areas and Cities Act

CIDP – County Integrated Development Plan

GIS – Geographic Information System

KNCCI – Kenya National Chamber of Commerce and Industry

KEPSA – Kenya Private Sector Alliance

KAM – Kenya Association of Manufacturers

MSEA – Micro and Small Enterprises Authority

Foreword

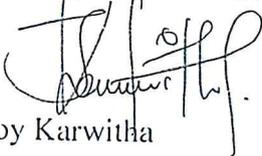
Urban areas are at the heart of economic growth, social development, and innovation. The sustainable development of our cities and municipalities requires strong collaboration between public institutions and the private sector. Recognizing this, the County Private Sector Engagement Framework (PSEF) has been developed to guide urban boards in establishing structured, inclusive, and evidence-based engagement with businesses and other private sector actors.

This Framework provides practical tools for mapping local businesses, understanding the business environment, and facilitating dialogue that informs urban planning, policy formulation, and investment decisions. It is designed to strengthen mutual understanding between the public and private sectors, ensure that urban policies are responsive to the needs of businesses, and foster a collaborative environment where both sectors contribute to the growth and competitiveness of our urban areas.

The PSEF also emphasizes inclusivity, ensuring that formal and informal businesses, women, youth, persons with disabilities, and other special interest groups have a voice in shaping the development of our urban areas. By encouraging structured engagement through accredited business associations, regular dialogue forums, and capacity-building initiatives, this Framework aims to enhance transparency, trust, and accountability in decision-making processes.

I urge all urban boards, private sector actors, and relevant stakeholders to adopt this Framework fully, integrate it into their planning and operational processes, and commit to continuous learning and improvement. Through its implementation, we can build urban areas that are not only competitive and investment-friendly but also inclusive, resilient, and responsive to the needs of all residents.

Together, let us use this Framework as a foundation for sustained collaboration, economic growth, and the creation of urban environments where both people and businesses can thrive.



Joy Karwitha

County Executive Committee Member for Urban Development

ACKNOWLEDGEMENT

The County Government of Meru acknowledges the contributions of various stakeholders who participated in the development of this Private Sector Engagement Framework (PSEF).

Special appreciation goes to the urban boards, municipal administrations, private sector representatives, and business associations who provided valuable insights during consultations.

The County Government also recognizes the support provided through the Kenya Urban Support Programme II (KUSP II), which aims to strengthen urban governance and enhance urban infrastructure development across counties.

The contributions of technical officers from relevant county departments, including urban development, trade, planning, and finance, were instrumental in shaping this framework.

Their collective input has helped to develop a framework that will strengthen collaboration between the public and private sectors and promote sustainable economic development within Municipalities in Meru County.

EXECUTIVE SUMMARY

The Private Sector Engagement Framework (PSEF) provides a structured mechanism for collaboration between the County Government of Meru, urban boards, and private sector actors in promoting inclusive urban development.

Urban areas serve as key engines of economic growth, and private sector participation is essential in supporting investment, employment creation, and improved service delivery. However, effective engagement requires structured platforms that facilitate dialogue, coordination, and information sharing.

This framework establishes mechanisms to support systematic engagement with private sector stakeholders through the following key components:

- Establishment of a Private Sector Database to map businesses operating within urban areas.
- Conducting Private Sector Diagnostics to identify business environment challenges and opportunities.
- Convening Public–Private Dialogue Forums (PPDFs) to facilitate structured consultations between urban boards and business representatives.
- Implementing Capacity Building and Outreach Programs to strengthen the ability of stakeholders to participate effectively in engagement processes.
- Establishing Communication and Feedback Mechanisms to ensure transparency and accountability.

The framework also outlines the institutional arrangements, financing mechanisms, monitoring processes, and risk mitigation strategies necessary for effective implementation.

Through the implementation of this framework, Meru County aims to improve the business environment, strengthen public-private collaboration, attract investment, and promote sustainable urban development.

1. INTRODUCTION

Urban areas play a critical role in driving economic growth, innovation, and service delivery. In Kenya, municipalities are increasingly becoming centres of commerce, industry, and employment. As urban populations grow, there is a need for effective governance structures that support sustainable economic development and efficient delivery of urban services.

The private sector is a key driver of economic development within urban areas. Businesses contribute to job creation, investment, innovation, and revenue generation. However, effective participation of the private sector in urban planning and development requires structured platforms that enable meaningful dialogue between public institutions and private enterprises.

Recognizing this need, the County Government of Meru has developed this Private Sector Engagement Framework (PSEF) to guide structured collaboration between urban boards, county government institutions, and private sector actors.

The framework provides mechanisms for collecting business-related data, conducting business environment diagnostics, facilitating public-private dialogue, and integrating private sector perspectives into urban planning and development processes.

Through this framework, the County Government of Meru seeks to strengthen collaboration with the private sector to promote inclusive economic growth, improve the business environment, and enhance the competitiveness of urban areas within the county.

1.1 Background

Urbanization in Kenya continues to increase as towns and municipalities expand due to population growth, economic opportunities, and infrastructure development. Urban areas serve as hubs for commerce, trade, and industrial development, and therefore require effective planning and governance mechanisms to ensure sustainable growth.

In Meru County, municipalities play a significant role in facilitating economic activities and providing essential services such as infrastructure, markets, transport systems, and business licensing. The success of these urban areas depends largely on collaboration between the public sector and private enterprises operating within them.

The private sector contributes significantly to local economic development by investing in businesses, creating employment opportunities, and supporting innovation and productivity. However, without structured engagement mechanisms, private sector participation in urban governance may remain limited and fragmented.

To address this challenge, the County Government of Meru recognizes the need to establish structured platforms that facilitate dialogue and collaboration between the public and private sectors. Such engagement enables county governments to better understand the needs and constraints faced by businesses while also ensuring that private sector stakeholders contribute to urban planning and decision-making processes.

The Meru County Private Sector Engagement Framework (PSEF) has therefore been developed to institutionalize mechanisms for collaboration between urban boards and private sector stakeholders. The framework promotes data-driven engagement, regular dialogue, and integration of private sector priorities into urban planning processes.

Through the implementation of this framework, Meru County aims to strengthen the business environment, support investment and entrepreneurship, and promote sustainable urban development.

The development of this framework is also aligned with the objectives of the Kenya Urban Support Programme II (KUSP II), which seeks to strengthen urban governance and improve urban infrastructure within participating counties. Under the programme,

Counties are required to establish mechanisms that facilitate structured engagement between urban authorities and private sector stakeholders. The PSEF, therefore, provides a framework through which municipalities in Meru County can enhance collaboration with the private sector and support inclusive urban economic development.

1.2 Rationale for a Framework for Public–Private Engagement for Urban Development

Urban areas play a central role in economic development by providing markets, infrastructure, and services that support business growth and innovation. The private sector is a key driver of this development through investments, employment creation, enterprise development, and the provision of goods and services.

In municipalities such as Meru, businesses operate in sectors including trade, manufacturing, services, agriculture value chains, and tourism. These enterprises contribute significantly to local economic growth and generate revenue for county governments through business licensing, property rates, and other local taxes.

Despite the importance of the private sector in urban development, engagement between urban authorities and businesses is often informal, fragmented, and reactive. In many cases, private sector stakeholders are consulted only during public participation processes, which may not provide sufficient opportunities for continuous dialogue on issues affecting the business environment.

The absence of structured engagement mechanisms can lead to several challenges, including limited understanding of business needs, inadequate coordination between public and private stakeholders, and missed opportunities for investment and economic growth.

To address these challenges, there is a need for a structured framework that facilitates sustained collaboration between urban authorities and private sector actors. A Private Sector Engagement Framework provides institutional mechanisms through which municipalities can systematically gather information on local businesses, understand constraints affecting the business environment, and incorporate private sector perspectives into urban planning and development processes.

The framework also supports evidence-based decision-making by promoting the use of private sector diagnostics and business data to inform policies, infrastructure investments, and urban development priorities.

Through structured engagement platforms such as Public-Private Dialogue Forums (PPDFs), urban boards are able to foster constructive dialogue with business associations, entrepreneurs, and other stakeholders. These platforms provide opportunities to identify barriers to business growth, explore investment opportunities, and promote collaborative solutions that benefit both the public and private sectors.

In addition, structured engagement strengthens transparency and accountability in urban governance by ensuring that stakeholders are informed about urban planning processes and are able to contribute meaningfully to decision-making.

The establishment of this framework is therefore essential in promoting a conducive business environment, strengthening partnerships between the county government and the private sector, and supporting sustainable urban economic development.

The framework also aligns with the objectives of the Kenya Urban Support Programme II (KUSP II), which encourages counties to establish mechanisms that facilitate public-private dialogue and strengthen urban governance in participating municipalities.

Through the implementation of this framework, the County Government of Meru aims to enhance collaboration with private sector stakeholders, improve the investment climate, and support inclusive and resilient urban development.

1.3 Current Practice of Private Sector Engagement

The County Government of Meru and its municipalities already engage the private sector through several existing governance and administrative processes. These engagements provide opportunities for businesses and business associations to interact with county authorities and contribute to urban development initiatives.

One of the main avenues for engagement is through public participation forums, which are conducted during the preparation and review of county development plans, including the County Urban Institutional Development Strategy (CUIDS), Integrated Development Plans (IDePs), and annual budgets. During these forums, private sector actors are able to provide views on development priorities, infrastructure needs, and policies that affect business operations.

Private sector engagement also occurs through business licensing and regulatory processes, particularly through the issuance of Single Business Permits (SBP). Through these processes, the county government collects information on businesses operating within municipalities and interacts with business owners on regulatory compliance and service delivery issues.

In addition, the county government collaborates with private sector organizations and business associations, including chambers of commerce, traders' associations, market committees, and professional associations. These organizations often act as

intermediaries between the county government and individual businesses, representing the interests and concerns of their members.

The municipality also engages the private sector through stakeholder consultations during infrastructure development projects, urban planning initiatives, and market development programs. These consultations allow businesses to provide feedback on proposed investments and identify areas that require improvement in the business environment.

Despite these existing engagement mechanisms, interactions between the public and private sectors are often ad hoc and not systematically coordinated. Engagements may occur irregularly and may not always provide continuous dialogue on issues affecting the local business environment.

Furthermore, the absence of a structured database of private sector actors limits the ability of urban authorities to effectively map and engage businesses across different sectors. Similarly, the lack of formal dialogue platforms may constrain the ability of municipalities to systematically identify and address private sector challenges.

The establishment of a Private Sector Engagement Framework (PSEF), therefore, seeks to strengthen and institutionalize these existing engagement practices by providing structured mechanisms for dialogue, data management, and collaborative planning between urban boards and private sector stakeholders.

Through this framework, Municipalities within Meru County will enhance coordination with the private sector and ensure that business perspectives are consistently integrated into urban governance and development processes.

1.4 Implementation of the Kenya Urban Support Programme II (KUSP II)

The Kenya Urban Support Programme II (KUSP II) is a national government initiative implemented by the Ministry of Lands, Public Works, Housing and Urban Development, through the State Department for Housing and Urban Development. The programme aims to strengthen urban governance and improve access to infrastructure and services in participating urban areas across Kenya.

Under the programme, county governments receive financial and technical support through the Urban Development Grant (UDG) and the Urban Institutional Grant (UIG) to strengthen the capacity of municipalities and urban boards to effectively plan, manage, and deliver urban services.

A key objective of KUSP II is to enhance inclusive urban governance by strengthening mechanisms for stakeholder engagement, particularly between urban authorities and the private sector. To achieve this objective, participating counties are required to establish structured mechanisms that facilitate regular dialogue between urban boards and private sector stakeholders.

As part of the programme's performance framework, counties must develop and operationalize a Private Sector Engagement Framework (PSEF) to promote public-private dialogue in urban areas. The framework is assessed during the Annual Performance Assessment (APA) to determine whether counties have established mechanisms that support structured engagement with businesses and other stakeholders.

The Private Sector Engagement Framework provides a structured approach through which urban boards can:

- Establish and maintain databases of private sector actors operating within urban areas.
- Conduct private sector diagnostics to identify challenges affecting the local business environment.
- Convene Public-Private Dialogue Forums (PPDFs) that facilitate regular engagement between urban authorities and the private sector.
- Integrate private sector perspectives into urban planning, policy development, and investment prioritization processes.

Through these mechanisms, the framework contributes to strengthening collaboration between the county government and private sector stakeholders, improving the business environment, and promoting inclusive economic growth in urban areas.

The implementation of this framework, therefore supports the broader objectives of KUSP II by strengthening urban governance systems, improving stakeholder participation, and enhancing the capacity of municipalities to facilitate sustainable urban development.

In Meru County, this framework will guide structured engagement between the County Government, the Municipalities within Meru County, and private sector stakeholders in order to improve the business environment and support sustainable urban economic development.

1.5 Development of the Framework

The Private Sector Engagement Framework for Meru County has been developed by the County Government of Meru in line with the requirements of the Kenya Urban Support Programme II (KUSP II) and the provisions of the Urban Areas and Cities Act (2011, amended 2019).

The development of the framework was guided by the need to establish a structured mechanism for engagement between urban authorities and private sector stakeholders in order to strengthen urban governance and promote local economic development.

The preparation of the framework involved a review of relevant national and county policy documents, legal frameworks, and urban development guidelines. Key reference documents included:

- The Constitution of Kenya (2010)
- The Urban Areas and Cities Act (2011, amended 2019)
- The County Governments Act (2012)
- The County Integrated Development Plan (CIDP)
- Integrated Development Plans (IDePs) for municipalities
- The Kenya Urban Support Programme II (KUSP II) Private Sector Engagement Toolkit

Consultations were also undertaken with relevant stakeholders, including county departments, municipal officials, and representatives of the private sector. These consultations helped to identify existing engagement practices, key challenges affecting the local business environment, and opportunities for strengthening collaboration between the public and private sectors.

The framework has therefore been designed to build upon existing county structures and public participation mechanisms while introducing structured platforms for dialogue, data collection, and collaboration with private sector actors.

The implementation of the framework will be coordinated by the urban boards and municipal administrations, with support from relevant county departments responsible for urban development, trade, planning, and public participation.

The framework will remain a living document and may be reviewed periodically to reflect emerging priorities, lessons learned during implementation, and evolving needs of the private sector and urban communities.

1.6 Legal Basis and Alignment to Existing County Frameworks and Processes

1.6.1 Legal Basis

The Private Sector Engagement Framework for Meru County is anchored in the legal and policy framework governing urban management, public participation, and economic development in Kenya.

The framework draws its authority from the following legal instruments:

The Constitution of Kenya (2010)

The Constitution promotes public participation, transparency, and accountability in governance. Article 10 establishes public participation as a national value, while Article 174 emphasizes the importance of citizen involvement in decision-making processes at the county level. These provisions support the participation of private sector actors in urban governance and development.

The Urban Areas and Cities Act (2011, amended 2019)

The Urban Areas and Cities Act provides the legal framework for the governance and management of urban areas in Kenya. The Act establishes urban boards and assigns them responsibility for planning, infrastructure development, and stakeholder engagement. The Act also provides for the establishment of urban citizen fora, which include representation from business associations and other private sector stakeholders.

The County Governments Act (2012)

The County Governments Act provides for public participation in county governance and planning processes. It requires county governments to facilitate the involvement of stakeholders in policy development, planning, and service delivery. This Act supports engagement between county governments and private sector actors in matters affecting local economic development.

The Data Protection Act (2019)

The Data Protection Act provides the legal framework for the collection, storage, and use of personal and organizational data. The establishment and management of the private sector database under this framework will comply with the provisions of this Act to ensure the protection of business information.

The Public Participation Frameworks

Public participation policies and regulations guide stakeholder engagement in development planning processes. These frameworks provide mechanisms through which private sector actors can participate in consultations related to urban development and service delivery.

1.6.2 Alignment with County Frameworks and Processes

The Private Sector Engagement Framework aligns with existing county planning, governance, and development frameworks to ensure that private sector engagement contributes effectively to urban development and economic growth.

Meru County Integrated Development Plan (CIDP) 2023-2027

The Meru County CIDP 2023-2027 is the primary planning document guiding development priorities within the county. Private sector engagement under this framework will support the implementation of Meru County CIDP 2023-2027 priorities by identifying investment opportunities and addressing constraints affecting the business environment.

Meru Integrated Development Plan (IDePs) 2023-2027

Meru Integrated Development Plans, prepared by municipalities, outline urban development priorities, infrastructure investments, and service delivery strategies. The engagement mechanisms established under the PSEF will provide a platform through which private sector stakeholders can contribute to the preparation and review of IDePs.

Annual Development Plans and Budgets

Private sector dialogue forums established under the framework will enable stakeholders to provide input into the preparation of Annual Development Plans and budget processes. This ensures that business perspectives are considered when allocating resources for urban development.

Integrated Strategic Urban Development Plan 2011-2030

Private sector engagement will also inform spatial planning, land use planning, and infrastructure development within municipalities. Businesses provide important insights regarding market trends, infrastructure needs, and investment opportunities that can support effective urban planning.

Public Participation Mechanisms

The framework complements existing public participation structures within the county government by providing more structured and continuous engagement with private sector stakeholders. The Public–Private Dialogue Forums established under this framework will operate alongside citizen fora and other participatory governance mechanisms to ensure inclusive stakeholder engagement.

1.7 Objectives of the Private Sector Engagement Framework

1.7.1 Overall Objective

The overall objective of the Meru County Private Sector Engagement Framework is to establish a structured and inclusive mechanism for engagement between the County Government of Meru, urban boards, and private sector stakeholders in order to strengthen urban governance, improve the business environment, and promote sustainable urban economic development.

1.7.2 Specific Objectives

The specific objectives of the framework are to:

- 1. Promote structured engagement between urban authorities and the private sector**
Establish formal mechanisms through which businesses and private sector organizations can participate in discussions on urban development, planning, and policy formulation.
- 2. Improve the business environment within municipalities**
Identify and address challenges affecting business operations through continuous dialogue and collaboration between the public and private sectors.
- 3. Strengthen evidence-based urban planning and decision-making**
Facilitate the collection and analysis of data on private sector activities to inform urban development planning, infrastructure investments, and policy decisions.
- 4. Enhance transparency and accountability in urban governance.**
Promote open communication and information sharing between the county government, urban boards, and private sector stakeholders.
- 5. Support local economic development and investment promotion.**
Encourage partnerships between the public and private sectors that stimulate entrepreneurship, investment, and job creation within urban areas.
- 6. Strengthen collaboration between private sector organizations and urban institutions**
Facilitate coordination between business associations, entrepreneurs, and municipal authorities in addressing issues affecting economic growth and service delivery.

1.8 Approach to the Private Sector Engagement Framework

The Meru County Private Sector Engagement Framework adopts a structured and collaborative approach to strengthen engagement between the County Government of Meru, urban boards, and private sector stakeholders. The framework establishes mechanisms that promote continuous dialogue, data-driven decision-making, and integration of private sector perspectives into urban planning and development processes.

The approach is designed to ensure that engagement between the public and private sectors is systematic, inclusive, and aligned with existing governance structures and development planning processes.

The implementation of the framework will be guided by the following key approaches:

Evidence-Based Engagement

The framework promotes the use of reliable data and analysis to inform dialogue and decision-making. Through the establishment of a private sector database and periodic business environment diagnostics, urban boards will gather information on economic activities, business challenges, and investment opportunities within the municipality.

Structured Dialogue Platforms

The framework establishes Public–Private Dialogue Forums (PPDFs) as structured platforms for engagement between urban authorities and private sector stakeholders. These forums will facilitate regular consultations on issues affecting the business environment, infrastructure development, and investment priorities.

Inclusive Stakeholder Participation

The framework promotes inclusive participation of both formal and informal sector actors. Business associations, traders’ organizations, professional bodies, and other private sector stakeholders will be encouraged to participate in dialogue forums and consultations to ensure that diverse perspectives are considered.

Integration with Urban Planning Processes

Private sector engagement will be integrated into key urban planning and governance processes, including the preparation and review of Integrated Development Plans (IDePs), annual development plans, and municipal budgets. This ensures that private sector priorities are reflected in development policies and investment decisions.

Collaboration and Partnerships

The framework encourages partnerships between the county government, private sector organizations, development partners, research institutions, and civil society organizations. These collaborations will support the identification and implementation of initiatives that promote local economic development and investment.

Continuous Learning and Improvement

The framework will incorporate monitoring, evaluation, and feedback mechanisms to ensure that engagement processes remain effective and responsive to emerging challenges and opportunities within the local economy.

Through these approaches, the Private Sector Engagement Framework aims to strengthen collaboration between the public and private sectors, improve the business environment, and support sustainable urban economic development within Meru County.

1.9. Principles of the Private Sector Engagement Framework

The implementation of the Private Sector Engagement Framework will be guided by a set of principles that promote effective, inclusive, and transparent engagement between urban authorities and private sector stakeholders.

These principles ensure that engagement processes support sustainable urban development and strengthen collaboration between the public and private sectors.

Inclusivity

Engagement processes will ensure the participation of a diverse range of private sector actors, including formal and informal businesses, business associations, small and medium enterprises, women-owned businesses, youth entrepreneurs, and persons with disabilities.

Transparency

All engagement processes will be conducted in an open and transparent manner. Information relating to dialogue forums, consultations, and decisions will be shared with stakeholders in a timely and accessible manner.

Accountability

Urban boards and participating stakeholders will be accountable for implementing agreed actions arising from dialogue and consultation processes. Clear mechanisms will be established to monitor progress and provide feedback to stakeholders.

Evidence-Based Decision Making

Engagement between the public and private sectors will be informed by reliable data, research, and analysis. Tools such as private sector diagnostics and business databases will support evidence-based discussions and policy decisions.

Collaboration and Partnership

The framework encourages collaboration between the county government, private sector organizations, development partners, academic institutions, and civil society organizations in promoting economic development and urban growth.

Structured Representation

Private sector participation will be organized through representative business associations, sectoral groups, and professional organisations to ensure effective coordination and communication between stakeholders.

Responsiveness

Urban authorities will remain responsive to the needs and concerns of private sector stakeholders by providing timely feedback and taking appropriate action to address challenges affecting the business environment.

1.10 Key Actors and Roles

The successful implementation of the Private Sector Engagement Framework requires collaboration among various stakeholders at the county and municipal levels. Each stakeholder plays a specific role in facilitating effective engagement between urban authorities and private sector actors.

1.10.1 County Government

The County Government of Meru provides overall policy direction and support for the implementation of the Private Sector Engagement Framework.

The county government will:

- Provide leadership in promoting private sector participation in urban development.
- Approve and adopt the Private Sector Engagement Framework.
- Provide financial and technical support for the implementation of engagement activities.
- Facilitate coordination between relevant county departments such as urban development, trade, planning, revenue, ICT, and public participation.
- Ensure that private sector engagement outcomes inform county planning and policy processes.

1.10.2 County Project Coordination Team (CPCT)

The County Project Coordination Team (CPCT) will support the implementation of the framework within the context of the Kenya Urban Support Programme II (KUSP II).

The CPCT will:

- Coordinate implementation of private sector engagement activities across municipalities.
- Provide technical guidance and support to urban boards.

- Facilitate collaboration between county departments involved in private sector engagement.
- Support municipalities in preparing work plans and budgets for implementing the framework.
- Assist municipalities in preparing for the Annual Performance Assessment (APA).

1.10.3 Municipal Board

Urban boards play a central role in facilitating engagement with private sector stakeholders within municipalities.

The Municipal board will:

- Provide strategic oversight for the implementation of the framework.
- Approve and oversee the establishment of Public–Private Dialogue Forums.
- Ensure that private sector engagement outcomes inform the preparation and review of Integrated Development Plans (IDePs).
- Allocate resources within municipal plans and budgets to support private sector engagement activities.
- Monitor the implementation of engagement initiatives within the municipality.

1.10.4 Municipal Manager

The Municipal Manager will coordinate the day-to-day implementation of the Private Sector Engagement Framework.

The Municipal Manager will:

- Establish and maintain the private sector database for the municipality.
- Organize and facilitate Public–Private Dialogue Forums.
- Coordinate the preparation of private sector diagnostics and related studies.
- Facilitate communication between urban boards and private sector stakeholders.
- Monitor implementation of engagement activities and report progress to the urban board.

1.10.5 Private Sector Stakeholders

Private sector stakeholders play a critical role in contributing to urban development and economic growth.

Private sector actors will:

- Participate in Public–Private Dialogue Forums and consultations.
- Provide insights on challenges affecting the business environment.
- Collaborate with urban authorities in identifying investment opportunities and development priorities.
- Participate in initiatives that promote entrepreneurship, innovation, and local economic development.

Private sector participation will be encouraged through business associations, chambers of commerce, professional organizations, and other representative bodies to ensure effective coordination and representation.

1.11 Benefits of Adopting the Private Sector Engagement Framework

The adoption and implementation of the Private Sector Engagement Framework provides several benefits to the County Government, municipalities, private sector stakeholders, and the wider community. By establishing structured mechanisms for collaboration between the public and private sectors, the framework strengthens urban governance and promotes sustainable economic development.

Improved Urban Planning and Decision-Making

The framework provides mechanisms for collecting and analyzing data on private sector activities and challenges. This information supports evidence-based urban planning and helps urban authorities make informed decisions regarding infrastructure development, land use planning, and investment priorities.

Strengthened Public–Private Collaboration

The framework creates structured platforms for dialogue between urban authorities and private sector stakeholders. Through Public–Private Dialogue Forums, businesses and government institutions can discuss issues affecting the business environment and work together to develop solutions that support economic growth.

Improved Business Environment

By providing opportunities for private sector actors to share their experiences and challenges, the framework enables urban authorities to identify and address barriers to business growth such as regulatory constraints, infrastructure gaps, and access to services.

Promotion of Investment and Local Economic Development

The framework supports the identification of investment opportunities within municipalities and encourages collaboration between the public and private sectors in promoting entrepreneurship, innovation, and job creation.

Increased Transparency and Accountability

Regular engagement between urban authorities and private sector stakeholders promotes transparency in decision-making processes. It also strengthens accountability by ensuring that stakeholders are informed about urban development initiatives and are able to monitor progress.

Enhanced Stakeholder Participation

The framework encourages broader participation of private sector actors in urban governance processes. This includes businesses from both the formal and informal sectors, business associations, professional organizations, and other stakeholders.

Strengthened Institutional Capacity

Through capacity building initiatives and structured engagement mechanisms, the framework helps strengthen the capacity of urban boards and municipal administrations to effectively manage stakeholder engagement processes.

2. COMPONENTS OF THE PRIVATE SECTOR ENGAGEMENT FRAMEWORK

The Private Sector Engagement Framework is implemented through several key components that support structured engagement between urban authorities and private sector stakeholders. These components provide mechanisms for gathering information, facilitating dialogue, strengthening institutional capacity, and integrating private sector perspectives into urban planning and development processes.

2.1 Private Sector Database for Meru County Urban Boards

An effective engagement framework requires accurate and up-to-date information on businesses operating within the municipalities. To support this objective, urban boards will establish and maintain a Private Sector Database that captures information on enterprises operating within the municipality.

The database will include information such as not limited to:

- Business name
- Business sector or industry
- Location (municipality, ward, and sub-county)
- Contact details
- Type of business activity
- Ownership structure
- Number of employees

Much of this information may already be available through the Single Business Permit (SBP) licensing system, which will serve as the primary source of business data. Urban boards will work with relevant county departments, including trade, revenue, planning, and ICT departments, to access and organize this data.

The database will enable urban authorities to:

- Map economic activities within the municipality
- Identify key private sector stakeholders
- Facilitate targeted engagement with businesses
- Support economic analysis and planning

The database will be updated periodically to ensure that it reflects changes in business activities and ownership.

2.2 Private Sector Diagnostic

The Private Sector Diagnostic is an analytical exercise conducted to better understand the business environment within the municipality. The diagnostic examines the opportunities, constraints, and challenges affecting private sector growth and competitiveness.

The diagnostic process may include:

- Review of existing data and policy documents
- Surveys and consultations with businesses
- Interviews with business associations and stakeholders
- Analysis of key economic sectors

The diagnostic typically examines four key areas:

1. **Institutions and regulations** – licensing procedures, regulatory processes, and governance structures affecting businesses.
2. **Infrastructure and land** – availability and quality of infrastructure such as roads, electricity, water, markets, and industrial land.
3. **Skills and innovation** – workforce skills, training opportunities, and innovation capacity.
4. **Enterprise support and finance** – access to finance, business development services, and investment support.

The findings of the private sector diagnostic will inform policy reforms, investment priorities, and development planning processes within the municipality.

2.3 Public–Private Dialogue Forums (PPDF)

Public–Private Dialogue Forums will serve as structured platforms through which urban authorities and private sector stakeholders can engage on issues affecting the local business environment and urban development.

These forums will bring together representatives from:

- Urban boards and municipal administrations
- Business associations and chambers of commerce
- Entrepreneurs and investors
- Professional organizations
- Development partners and civil society organizations

The forums will provide opportunities to:

- Discuss challenges affecting businesses
- Identify priority investments and infrastructure needs

- Provide input into urban development plans and policies
- Promote partnerships between the public and private sectors

Public–Private Dialogue Forums will be convened at least twice each year, preferably aligned with municipal planning and budgeting cycles to ensure that private sector perspectives inform development priorities.

2.4 Capacity Building and Outreach

Effective private sector engagement requires both public institutions and private sector organizations to have the necessary knowledge and skills to participate meaningfully in engagement processes.

Capacity building initiatives may include:

- Training urban board members and municipal staff on private sector engagement strategies
- Strengthening the capacity of business associations to represent their members effectively
- Training on data collection, analysis, and database management
- Stakeholder sensitization on the importance of public-private collaboration

Outreach activities will also be conducted to raise awareness about the framework and encourage participation of private sector actors in engagement processes.

2.5 Communication and Feedback Channels

Effective communication is essential for ensuring transparency and accountability in private sector engagement processes. The framework establishes communication mechanisms through which information can be shared between urban authorities and private sector stakeholders.

These mechanisms may include:

- Public–Private Dialogue Forum reports and meeting minutes
- Municipal websites and digital platforms
- Public notices and stakeholder briefings
- Feedback mechanisms for businesses to report concerns and suggestions

These channels will ensure that stakeholders remain informed about engagement activities, decisions taken, and progress made in addressing issues affecting the business environment.

2.6 Institutional Arrangements and Resource Framework

The implementation of the Private Sector Engagement Framework requires appropriate institutional structures and resources to support engagement activities.

Urban boards will provide oversight for the implementation of the framework, while municipal administrations will coordinate day-to-day activities including maintaining the private sector database, organizing dialogue forums, and facilitating stakeholder consultations.

County departments responsible for urban development, trade, planning, revenue, and ICT will support the implementation of the framework by providing technical expertise and access to relevant data.

Resources required for implementing the framework may include:

- Financial resources for stakeholder consultations and dialogue forums
- Technical support for conducting private sector diagnostics
- Capacity building programs for municipal staff and private sector organizations
- ICT systems for managing private sector data

The framework may also leverage support from development partners, research institutions, and private sector organizations to strengthen implementation.

3. ENABLERS FOR EFFECTIVE AND SUSTAINED PRIVATE SECTOR ENGAGEMENT

The successful implementation of the Private Sector Engagement Framework depends on several enabling factors that support continuous and effective collaboration between the County Government of Meru, urban boards, and private sector stakeholders.

These enablers create the institutional, financial, and operational conditions necessary for sustained engagement and meaningful participation of the private sector in urban governance and development processes.

3.1 Political and Institutional Support

Strong political commitment and institutional support from the County Government are essential for the successful implementation of the framework. County leadership plays an important role in promoting public-private collaboration and ensuring that engagement outcomes inform policy and development decisions.

Support from county departments responsible for urban development, trade, planning, finance, ICT, and public participation will also be necessary to facilitate effective coordination and implementation of engagement activities.

3.2 Strong Institutional Structures

Effective private sector engagement requires well-functioning urban governance structures, including urban boards and municipal administrations. These institutions provide the platform through which engagement activities such as dialogue forums, consultations, and business diagnostics can be organized and coordinated.

Clear roles and responsibilities among county departments, urban boards, and private sector stakeholders will support effective implementation of the framework.

3.3 Availability of Reliable Data

The establishment and maintenance of a private sector database is critical for effective engagement. Reliable data on businesses operating within municipalities allows urban authorities to identify stakeholders, understand economic activities, and facilitate targeted consultations.

Data from sources such as the Single Business Permit (SBP) system, business associations, and surveys will support evidence-based decision-making and policy development.

3.4 Adequate Financial and Technical Resources

Implementation of the framework requires financial and technical resources to support activities such as:

- Public–Private Dialogue Forums
- Private sector diagnostics
- Capacity building programs
- Communication and outreach activities

County governments may allocate resources through municipal budgets and may also leverage support from development partners and private sector organizations.

3.5 Strong Private Sector Organizations

The presence of active private sector associations and business organizations is essential for effective representation of business interests. Organizations such as chambers of commerce, traders' associations, professional bodies, and sector-specific groups play an important role in mobilizing businesses and facilitating structured participation in dialogue forums.

These organizations act as important partners in communicating private sector concerns and supporting collaborative solutions to challenges affecting the business environment.

3.6 Effective Communication and Information Sharing

Effective communication channels between urban authorities and private sector stakeholders help ensure transparency and trust in engagement processes. Regular dissemination of information on dialogue outcomes, development plans, and policy changes enables stakeholders to remain informed and actively participate in urban governance processes.

4. CHALLENGES, RISKS AND MITIGATION STRATEGIES

The implementation of the Private Sector Engagement Framework may face several challenges that could affect the effectiveness and sustainability of engagement between urban authorities and private sector stakeholders. Recognizing these potential risks and identifying mitigation measures will help ensure that the framework is implemented successfully.

The following table outlines key challenges and risks that may arise during implementation and the proposed mitigation strategies.

Potential Challenge/Risk	Description	Mitigation Strategy
Limited participation of private sector actors	Businesses may not actively participate in dialogue forums due to lack of awareness or competing priorities.	Conduct regular outreach and awareness campaigns; engage business associations to mobilize participation.
Dominance of large businesses in engagement forums	Larger businesses may dominate discussions, limiting the participation of small and informal enterprises.	Ensure inclusive representation by engaging SMEs, informal sector representatives, women and youth entrepreneurs.
Limited financial resources	Municipalities may face budget constraints in organizing engagement activities such as diagnostics and dialogue forums.	Integrate PSEF activities into municipal budgets and explore partnerships with development partners and private sector organizations.
Weak institutional coordination	Lack of coordination between county departments and municipal administrations may affect implementation of engagement activities.	Establish clear institutional roles and coordination mechanisms between departments responsible for urban development, trade, planning, and public participation.
Inadequate data on private sector activities	Limited availability of reliable business data may affect the quality of diagnostics and engagement processes.	Establish and regularly update the private sector database using data from Single Business Permits and business surveys.

Potential Challenge/Risk	Description	Mitigation Strategy
Limited follow-up on dialogue outcomes	Recommendations from dialogue forums may not be implemented due to weak monitoring systems.	Establish monitoring and reporting mechanisms to track implementation of agreed actions and regularly communicate progress to stakeholders.

By proactively addressing these risks, the County Government and municipal authorities can strengthen the effectiveness of the Private Sector Engagement Framework and ensure that engagement processes remain inclusive, transparent, and sustainable.

5. PERFORMANCE AND ACCOUNTABILITY FRAMEWORK

The implementation of the Private Sector Engagement Framework will be monitored through a performance and accountability system that tracks progress, measures outcomes, and ensures that engagement activities contribute to improved urban governance and economic development.

The framework establishes indicators and reporting mechanisms to monitor the effectiveness of private sector engagement activities within the municipality. These indicators will help the County Government, urban boards, and stakeholders assess whether engagement processes are achieving their intended objectives.

Monitoring of the framework will be coordinated by the **Urban Manager and Municipal Administration**, with oversight from the **Urban Board** and support from relevant county departments.

Progress reports on private sector engagement activities will be prepared periodically and shared with stakeholders during Public–Private Dialogue Forums and other engagement platforms. Monitoring results will also inform improvements to engagement processes and guide future planning and investment decisions.

5.1 Key Performance Indicators

The following indicators will be used to monitor the implementation and effectiveness of the Private Sector Engagement Framework.

Objective	Indicator	Means of Verification	Responsible Institution
Establish structured engagement platforms	Number of Public–Private Dialogue Forums held annually	PPDF meeting minutes and reports	Urban Board / Urban Manager
Improve business data and stakeholder mapping	Private sector database established and regularly updated	Municipal business database records	Municipal Administration
Identify business environment challenges	Private sector diagnostic conducted and updated periodically	Diagnostic reports and studies	County Department of Trade / Urban Board

Objective	Indicator	Means of Verification	Responsible Institution
Strengthen stakeholder participation	Number of private sector organizations participating in engagement forums	Attendance records from dialogue forums	Urban Manager
Integrate private sector input into planning	Evidence of private sector contributions reflected in IDePs and development plans	IDeP documents and planning reports	Urban Board / County Planning Department
Improve transparency and communication	Engagement reports shared with stakeholders	Communication reports and stakeholder briefings	Municipal Administration

5.2 Monitoring and Reporting Mechanisms

Monitoring and reporting will be conducted through the following mechanisms:

- **Regular reporting by the Urban Manager** on engagement activities, including dialogue forums and consultations.
- **Urban Board oversight** to ensure that engagement outcomes inform municipal planning and development priorities.
- **Documentation of meeting minutes and reports** from Public–Private Dialogue Forums.
- **Periodic review of the private sector database** to ensure that information remains accurate and updated.
- **Integration of monitoring results into municipal planning and review processes**, including the preparation and review of Integrated Development Plans (IDePs).

5.3 Accountability Mechanisms

Accountability for the implementation of the framework will be ensured through:

- Clear assignment of responsibilities to county departments, urban boards, and municipal administrations.
- Transparent documentation and communication of engagement outcomes.
- Regular feedback to private sector stakeholders on actions taken in response to issues raised during engagement forums.

- Periodic review of the framework to ensure that it remains relevant and responsive to the needs of stakeholders.

Through these monitoring and accountability mechanisms, the Private Sector Engagement Framework will support effective collaboration between the County Government of Meru and private sector stakeholders while promoting transparency and improved urban governance.

6. PSEF CONSIDERATIONS FOR SUSTAINABILITY

For the Private Sector Engagement Framework to remain effective over the long term, it must be institutionalized within the governance, planning, and operational systems of the County Government and municipalities. Sustainability will depend on strengthening institutional structures, allocating adequate resources, and maintaining continuous collaboration between the public and private sectors.

The following considerations will support the sustainability of the framework.

6.1 Institutionalization within Urban Governance Structures

The implementation of the PSEF will be integrated into the existing governance structures of the municipality, particularly through the Urban Board and Municipal Administration. These institutions will coordinate engagement activities such as maintaining the private sector database, organizing Public–Private Dialogue Forums, and facilitating consultations with stakeholders.

Embedding these responsibilities within municipal institutions ensures that private sector engagement becomes a routine component of urban governance rather than a temporary initiative.

6.2 Integration with County Planning and Budgeting Processes

To ensure continuity, private sector engagement activities will be integrated into the county’s planning and budgeting processes. Engagement outcomes will inform the preparation and review of key planning documents including:

- Integrated Development Plans (IDePs)
- County Integrated Development Plans (CIDP)
- Annual Development Plans and municipal budgets

This integration ensures that private sector priorities are considered in development planning and resource allocation.

6.3 Sustainable Financing

Adequate financial resources are essential for sustaining engagement activities such as dialogue forums, stakeholder consultations, diagnostics, and capacity building programs.

Municipal administrations will allocate resources for these activities through municipal budgets and county government allocations. In addition, partnerships with development

partners, business associations, and private sector organizations may provide additional technical and financial support for implementing engagement initiatives.

6.4 Capacity Building and Institutional Strengthening

Continuous capacity building for municipal staff, urban board members, and private sector organizations will support the long-term sustainability of the framework. Training programs will focus on areas such as stakeholder engagement, data management, policy analysis, and facilitation of dialogue forums.

Strengthening the capacity of private sector associations will also improve their ability to effectively represent business interests and participate constructively in engagement processes.

6.5 Continuous Monitoring and Learning

Regular monitoring and evaluation of the framework will enable urban authorities to assess the effectiveness of engagement mechanisms and identify areas for improvement.

Lessons learned from implementation will inform periodic reviews of the framework to ensure that it remains responsive to emerging economic trends, stakeholder needs, and evolving urban development priorities.

7. REFERENCES

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8. ANNEXES

Annex 1: Summary of relevant legislation

This annex provides a summary of key national laws and policy frameworks that support the establishment and implementation of the Private Sector Engagement Framework (PSEF) in Meru County. These legal instruments provide the foundation for stakeholder participation, urban governance, and collaboration between the public and private sectors.

Legislation / Policy	Key Provisions Relevant to PSEF	Implications for Private Sector Engagement
The Constitution of Kenya (2010)	Article 10 establishes public participation as a national value. Article 174 promotes citizen participation in governance.	Provides the legal basis for stakeholder engagement, including participation of private sector actors in governance and development processes.
Urban Areas and Cities Act (2011, amended 2019)	Establishes urban boards and provides for the management and governance of municipalities. Requires stakeholder participation in urban governance and development planning.	Urban boards provide the institutional platform for engaging private sector stakeholders in urban planning and development initiatives.
County Governments Act (2012)	Provides the framework for county governance and requires public participation in planning, budgeting, and policy development processes.	Enables county governments to engage private sector stakeholders in development planning and decision-making processes.
Data Protection Act (2019)	Provides regulations for the collection, processing, storage, and protection of personal and organizational data.	Guides the collection and management of private sector data within municipal databases while ensuring privacy and confidentiality.
Public Participation Frameworks and Guidelines	Establish guidelines for stakeholder engagement and consultation in governance and development planning processes.	Provide mechanisms through which private sector actors can contribute to discussions on

Legislation / Policy	Key Provisions Relevant to PSEF	Implications for Private Sector Engagement
		urban development and policy decisions.
Kenya Urban Support Programme II (KUSP II) Guidelines	Provides operational guidance for strengthening urban governance and stakeholder engagement within municipalities.	Requires counties to establish structured mechanisms for engaging private sector stakeholders, including the development of a Private Sector Engagement

Annex 2: Alignment and Linkage to the Urban Governance Regulatory Framework

The Private Sector Engagement Framework is aligned with the broader regulatory and governance framework guiding urban management and development in Kenya. The framework complements existing legal, institutional, and planning structures that support participatory governance, economic development, and effective urban management.

The following table summarizes how the PSEF aligns with key components of the urban governance regulatory framework.

Urban Governance Framework	Purpose	Linkage to the Private Sector Engagement Framework
Urban Areas and Cities Act (2011, amended 2019)	Provides the legal framework for the establishment, governance, and management of municipalities and cities in Kenya.	The PSEF supports the mandate of urban boards by providing structured mechanisms for engaging private sector stakeholders in urban planning and development.
Municipal Board Governance Structure	Urban boards oversee municipal governance, planning, and service delivery.	The PSEF establishes engagement mechanisms such as Public-Private Dialogue Forums that operate under the oversight of the Urban Board.
Integrated Development Plans (IDePs)	Provide medium-term development strategies for municipalities, including infrastructure and service delivery priorities.	Private sector engagement under the PSEF enables businesses to contribute to the preparation and review of IDePs.
County Integrated Development Plan (CIDP)	The CIDP outlines the county's long-term development priorities and strategic objectives.	Private sector insights collected through dialogue forums and diagnostics will help inform CIDP priorities related to economic development and investment.
Annual Development Plans and Budgets	Provide annual planning and budgeting frameworks for county and municipal development projects.	The PSEF provides a platform through which private sector stakeholders can contribute to discussions on development priorities and resource allocation.

Urban Governance Framework	Purpose	Linkage to the Private Sector Engagement Framework
Public Participation Frameworks	Establish mechanisms for stakeholder engagement in governance and development planning processes.	The PSEF complements public participation processes by providing continuous and structured engagement with private sector actors.

Strengthening Urban Governance Through Private Sector Engagement

The Private Sector Engagement Framework strengthens urban governance by promoting collaboration between municipal authorities and private sector stakeholders. Through mechanisms such as private sector databases, diagnostics, and Public–Private Dialogue Forums, the framework ensures that private sector perspectives are systematically integrated into urban planning, infrastructure development, and policy formulation.

By aligning with the existing urban governance regulatory framework, the PSEF enhances transparency, promotes inclusive participation, and supports evidence-based decision-making in urban development processes.

Annex 3: Fields in the Single Business Permit (SBP) Application Form and Additional Fields Suggested for the Private Sector Database

The Single Business Permit (SBP) system provides an important source of information on businesses operating within municipalities. Many of the fields required for the Private Sector Engagement Framework database are already captured through the SBP application process.

However, additional fields may be required to support more effective stakeholder engagement, economic analysis, and communication with private sector actors.

The table below summarizes the fields currently captured in the SBP application form and additional fields recommended for inclusion in the private sector database.

Field Category	Fields Already Captured in the SBP Application Form	Additional Fields Suggested for the PSEF Database
Business Identification	Business Name	Business Sector/Industry Category
	Business Registration Number	Business Sub-Sector
	Type of Business	Year of Establishment
Business Location	Physical Address	Ward
	Plot/Building Number	Sub-County
	Street/Road	GPS Coordinates
Contact Information	Owner/Applicant Name	Contact Person (if different from owner)
	Phone Number	Email Address
	Postal Address	Website or Social Media Contact
Business Characteristics	Nature of Business	Number of Employees
	Business Category (size/class)	Estimated Annual Turnover Range

Field Category	Fields Already Captured in the SBP Application Form	Additional Fields Suggested for the PSEF Database
Regulatory Information	SBP Number	Membership in Business Associations
	Permit Validity Period	Participation in Previous Dialogue Forums
Economic Information	Business Activity Description	Key Business Constraints
	License Category	Investment Expansion Plans

Use of the Database

The information collected through the SBP system and additional fields will support the municipality in:

- Mapping businesses operating within the municipality
- Identifying key private sector stakeholders
- Organizing Public–Private Dialogue Forums (PPDF)
- Conducting private sector diagnostics
- Supporting evidence-based urban planning and policy development

Data Management and Protection

All business data collected and stored within the private sector database will be managed in accordance with the Data Protection Act (2019) and relevant county regulations governing the handling of personal and organizational information.

Access to the database will be restricted to authorized municipal officers responsible for urban planning, economic development, and stakeholder engagement.

Annex 4: Suggested Calendar for Two Annual Public–Private Dialogue Forums Aligned to the Urban Board Planning and Budgetary Calendar

To ensure that private sector perspectives inform urban development planning and budgeting processes, the municipality will organize two Public–Private Dialogue Forums (PPDFs) annually. These forums will be aligned with key stages of the municipal planning and budgeting cycle.

The first forum will focus on identifying private sector priorities and business environment challenges, while the second forum will focus on reviewing development plans and providing feedback on proposed investments and policies.

Period	Municipal Planning/Budget Activity	Public–Private Dialogue Forum Activity	Expected Outcome
January – February	Review of previous year's performance and preparation for planning cycle	Preparation and stakeholder mobilization for the first dialogue forum	Identification of private sector stakeholders and key issues for discussion
March – April	Early planning discussions for development priorities	First Public–Private Dialogue Forum	Identification of private sector priorities, challenges affecting the business environment, and opportunities for investment
May – June	Preparation of Annual Development Plans and budget proposals	Integration of private sector inputs into draft development plans	Private sector perspectives reflected in municipal planning processes
July – August	Review and refinement of development plans and budgets	Follow-up consultations with stakeholders where necessary	Alignment of development priorities with stakeholder needs
September – October	Implementation and monitoring of development programs	Second Public–Private Dialogue Forum	Review of progress on agreed actions and discussion of emerging issues

Period	Municipal Planning/Budget Activity	Public-Private Dialogue Forum Activity	Expected Outcome
November – December	Annual performance review and preparation for next planning cycle	Reporting on engagement outcomes and preparation for next year's engagement calendar	Continuous improvement of engagement processes

Purpose of the Dialogue Forums

The Public-Private Dialogue Forums will provide a structured platform for engagement between urban authorities and private sector stakeholders. These forums will enable stakeholders to:

- Identify challenges affecting the business environment
- Discuss infrastructure and service delivery priorities
- Provide input into urban planning and development processes
- Review progress on actions agreed during previous consultations

Coordination of the Forums

The Urban Manager and Municipal Administration will coordinate the organization of the dialogue forums, with oversight from the Urban Board and support from relevant county departments responsible for trade, planning, and public participation.

Business associations, chambers of commerce, and other private sector organizations will play an important role in mobilizing participation and representing the interests of their members.

Annex 5: Sample Results Framework for Monitoring the Implementation of the Private Sector Engagement Framework

The Results Framework provides indicators for monitoring the implementation and effectiveness of the Private Sector Engagement Framework. It enables the County Government, Urban Board, and Municipal Administration to track progress in strengthening engagement between the public and private sectors.

Objective	Expected Result	Indicator	Means of Verification	Responsible Institution
Establish structured engagement platforms	Regular interaction between urban authorities and private sector stakeholders	Number of Public-Private Dialogue Forums held annually	PPDF meeting minutes and reports	Urban Board / Urban Manager
Improve availability of business data	Comprehensive and updated database of businesses operating within the municipality	Private sector database established and updated annually	Municipal database records	Municipal Administration
Identify key challenges affecting the business environment	Evidence-based understanding of constraints affecting businesses	Private sector diagnostic conducted periodically	Diagnostic reports and studies	County Department of Trade / Urban Board
Strengthen private sector participation in urban governance	Increased participation of businesses and business associations in engagement forums	Number of private sector organizations participating in dialogue forums	Attendance registers and participation records	Urban Manager
Improve integration of private sector input into	Private sector priorities reflected in municipal	Evidence of private sector inputs incorporated	Planning documents and	Urban Board / County Planning Department

Objective	Expected Result	Indicator	Means of Verification	Responsible Institution
development planning	development plans	into IDEPs and development plans	consultation reports	
Strengthen communication between public and private sectors	Stakeholders regularly informed of engagement outcomes and progress	Number of engagement reports shared with stakeholders	Communication reports and stakeholder briefings	Municipal Administration

Monitoring and Reporting

The monitoring of the results framework will be coordinated by the Urban Manager and Municipal Administration, with oversight from the Urban Board. Progress will be reviewed periodically and shared with stakeholders during Public–Private Dialogue Forums.

Monitoring results will also inform improvements to engagement processes and guide future planning and investment decisions within the municipality.