



THE BUNGOMA COUNTY PRIVATE SECTOR ENGAGEMENT FRAMEWORK FOR URBAN AREAS AND MUNICIPAL BOARDS

**Department of Lands, Physical Planning, Housing, Urban Areas and
Municipalities**

*(Note: This Bungoma County Private Sector Engagement Framework for Urban
Areas and Municipal Boards is to be adopted and implemented by all Urban
Areas and Municipalities within the County Government of Bungoma)*

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ABBREVIATIONS AND ACRONYMS

CA	County Assembly
CEC	County Executive Committee
CECM	County Executive Committee Member
CIDP	County Integrated Development Plan
CSOs	Civil Society Organizations
GIS	Geographic Information Systems
IDePs (or IDEP)	Integrated Development Plans
KAM	Kenya Association of Manufacturers
KEPSA	Kenya Private Sector Alliance
KeSIC	Kenya Standardized Industry Classification
KNCCI	Kenya National Chamber of Commerce and Industry
KNBS	Kenya National Bureau of Statistics
KUSP II	Kenya Urban Support Programme II
MSEA	Micro and Small Enterprises Authority
NGOs	Non-Governmental Organizations
PPDF	Public-Private Dialogue Forums
PSEF	Private Sector Engagement Framework
SBP	Single Business Permits
SMEs	Small and Medium Enterprises
UACA	Urban Areas and Cities Act
CA	County Assembly
CECM	County Executive Committee Member
CIDP	County Integrated Development Plan
CO	Chief Officer
CoK	Constitution of Kenya
IAP	Integrated Annual Plan
IDeP	Integrated Development Plan (Urban Boards)
KUSP	Kenya Urban Support Programme
PPA	Public Procurement and Asset Disposal Act
PPP	Public Private Partnership
PSE	Private Sector Engagement
PSEF	Private Sector Engagement Framework
UACA	Urban Areas and Cities Act

APPROVAL OF THE PRIVATE SECTOR ENGAGEMENT FRAMEWORK (PSEF)

This Framework for Private Sector Engagement in Urban Development is hereby approved for implementation by the County Government of Bungoma. It aims to establish a strategic, systematic, and inclusive approach to foster meaningful partnerships between the County Government, its urban boards, and the private sector, aligned with the County's development priorities, including the Bungoma County Integrated Development Plan (CIDP), national goals, and legal mandates.

As key policymakers and overseers of urban development and County governance in Bungoma, we, the undersigned, affirm our commitment to championing the successful operationalization of this framework across all Bungoma municipalities and urban areas. We recognize the vital role of private sector participation in advancing sustainable urban growth, economic resilience, and inclusive development within Bungoma County. This approval signifies our shared responsibility to ensure adherence to the framework's principles, embedded in Bungoma County planning and budgeting processes, to contribute effectively to Kenya's Vision 2030 and the Bottom-Up Economic Transformation Agenda.

We call upon all relevant stakeholders the County Executive, urban boards, public agencies, and private sector partners to collaborate with transparency, accountability, and a shared vision of vibrant, inclusive, and resilient urban centres in Bungoma County.

Signatory(s)

Name & Title	Signature	Date
H.E. Kenneth Makelo Lusaka, EGH Governor Bungoma County		_____

FORWARD

The County Government of Bungoma recognizes that its rapid urbanization and increasingly dynamic economic landscape underscore the indispensable role of the private sector in achieving sustainable, inclusive, and resilient urban centres. With growing demands on infrastructure and public services, the public sector alone cannot meet the challenges of rapid municipal growth. Therefore, the County has strategically committed to fostering strong, formalized public-private partnerships as the primary vehicle for driving local urban development, enhancing critical infrastructure, and stimulating comprehensive economic growth across its jurisdiction.

The development of this Private Sector Engagement Framework (PSEF) marks a pivotal institutional step forward for Bungoma County. It is designed to establish structured, transparent, and inclusive mechanisms specifically for harnessing the expertise, capital, and innovation of private entities within the County's urban areas. This initiative reflects a powerful shared vision among the County Government, key private sector stakeholders, local civil society, and urban communities, all collaborating to co-create urban environments that are not only competitive but also socially equitable and environmentally sustainable.

By providing clear-cut guidelines, defined processes, and a predictable operating environment, the PSEF aims directly to unlock the full potential of Bungoma County's vibrant and diverse private sector. This strategic action is central to ensuring that the private sector's investment and operational efficiency are effectively channelled to contribute to the County's overarching, long-term economic transformation goals as articulated in its County Integrated Development Plan (CIDP 2023-2027).

In conclusion, this Framework is far more than a conventional policy document; it is a solemn commitment from the County Government to shared growth, mutual accountability, and inclusive urban prosperity for all residents of Bungoma County. Its implementation will transform the way the County governs its urban spaces, making private sector engagement a central and enduring pillar of local economic policy. The adaption is endorsed by H.E. Rt. Hon. Kenneth Makelo Lusaka, EGH, the Governor, Bungoma County.

H.E. Rt. Hon. Kenneth Makelo Lusaka, EGH
Governor
BUNGOMA COUNTY

PREFACE

This Private Sector Engagement Framework (PSEF) is a fundamental output of the ongoing urban development reforms championed by the County Government of Bungoma. It signifies a strategic shift by the County, moving away from fragmented interactions toward a structured, intentional approach to collaboration. The PSEF is designed to be the definitive blueprint for fostering sustainable, productive, and transparent engagement between the County's urban governing bodies and the private entities operating within the region.

The framework's primary scope encompasses the engagement processes of the Bungoma Municipality and Kimilili Municipality Boards. It establishes clear guidelines for how these urban governing bodies will interact with the diverse range of private sector actors within their jurisdictions. By standardizing these engagement methods, the PSEF ensures consistency and predictability, which are essential for building long-term trust and mutual confidence between the public and private sectors.

A core objective of this Framework is to actively cultivate a conducive environment for private investment across critical urban sectors. The PSEF identifies key areas for capital injection, particularly urban services, crucial infrastructure projects, and the development of affordable housing. Harnessing private expertise and resources in these fields is deemed vital for overcoming service delivery gaps and stimulating robust economic growth within the urban centres.

Ultimately, the successful implementation of the PSEF will significantly contribute to enhancing the quality of life for all Bungoma residents. By unlocking strategic private capital, the County will be better positioned to achieve the overarching development targets laid out in the Bungoma County Integrated Development Plan (CIDP 2023-2027). This Framework is officially championed by the Bungoma County Department of Lands, Physical Planning, Housing, Urban Areas and Municipalities, under the leadership of its County Executive Committee Member, Dr. Monica Salano Fedha, demonstrating the department's full commitment to transforming the County's urban landscape i.e. Urban areas and Municipalities.

DR. Monica Salano Fedha (PhD)

County Executive Committee Member,

Department of Lands, Physical Planning, Urban Areas and Municipalities.

BUNGOMA COUNTY

ACKNOWLEDGEMENT

The County Government of Bungoma, specifically through its Department of Lands, Physical Planning, Housing, Urban Areas and Municipalities, extends its sincere gratitude for the collaborative efforts that culminated in the development of this Private Sector Engagement Framework (PSEF). This comprehensive document is a testament to the shared vision among various stakeholders to forge a structured and sustainable path for urban growth, affirming the County's commitment to inclusive policy formulation.

Special acknowledgement is directed toward key institutional partners that provided essential strategic support and resources. This includes the national government and critical development initiatives such as the Kenya Urban Support Programme (KUSP II), whose commitment to strengthening urban governance provided a robust foundation for this framework. Their guidance ensured the PSEF aligns with broader national development objectives and institutional best practices.

Furthermore, the County recognizes the invaluable contributions made at the municipal and local levels. Gratitude is specifically extended to the urban boards of Bungoma Municipality and Kimilili Municipality for their direct operational input. Equally important were the local private sector associations and various civil society organizations, whose engagement provided the necessary on-the-ground perspectives to tailor the framework to the unique economic and social realities of Bungoma County.

This collective effort reflects the successful realization of a truly participatory approach to urban development. By combining institutional support with local expertise, the dedication shown by all stakeholders ensures the Framework is not merely a policy document but a shared, actionable tool for progress within the County. This acknowledgement is formally affirmed by Dr. Rashid Simiyu Fwamba, County Chief Officer for the Department of Housing, Urban Areas and Municipalities.

CPA. DR. Rashid Simiyu Fwamba,
County Chief Officer,
Department of Housing, Urban Areas and Municipalities
BUNGOMA COUNTY

EXECUTIVE SUMMARY

The Executive Summary introduces the Private Sector Engagement Framework (PSEF) as a structured, systematic strategy designed to revolutionize how Bungoma County Urban areas and Municipal Boards interact with the business community. This approach is built around four mutually supportive core components, ensuring that engagement is not arbitrary but rather a well-defined process. The ultimate goal of the PSEF is to transcend traditional, often fragmented, transactional relationships and formalize them into high-level strategic partnerships.

This strategic transition is fundamentally centered on three governing principles: transparency, mutual accountability, and the creation of shared value. The framework is meticulously structured around its four pillars: I. Institutionalizing Engagement (establishing formal structures and databases), II. Dialogue and Consultation (creating predictable public-private forums), III. Partnership Implementation (facilitating and executing collaborative projects), and IV. Monitoring and Evaluation (ensuring performance tracking and continuous feedback). These components provide the Urban areas and Municipal Boards with a comprehensive playbook for systematic engagement throughout the entire lifecycle of any partnership.

The successful and robust adoption of the PSEF is expected to deliver significant developmental outcomes for Bungoma County's urban areas and Municipalities, particularly for existing Bungoma and Kimilili Municipalities. By providing a stable, predictable, and transparent regulatory environment, the framework is designed to dramatically enhance the capacity to attract private investment. This enhanced governance structure reduces risks for investors and encourages the injection of capital into critical public goods and services.

A key anticipated result is a tangible improvement in service delivery and a noticeable enhancement of the overall urban environment. Private sector expertise, capital, and innovation are crucial for upgrading infrastructure, improving efficiency in urban services (like waste management or public transit), and accelerating the development of housing. This modernization and efficiency gain directly benefits citizens and boosts the local economy's dynamism.

Ultimately, the PSEF positions the County for macro-level economic gains by firmly establishing Bungoma as a key economic hub in the Western region. By maximizing investment, improving governance, and ensuring sustainable urban development, the framework provides the competitive edge necessary to draw regional commerce and industry. This strategic partnership model is the County's commitment to fostering competitive, inclusive, and resilient urban spaces that contribute substantially to both the County's and the Nation's economic transformation agenda.

Plan. Wellington Billy Sindani
County Coordinator -KISIP2
BUNGOMA COUNTY

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1.0 INTRODUCTION

1.1 Background

Urban areas and Municipalities in Bungoma County particularly the existing Bungoma and Kimilili Municipalities are centres of economic activity, culture, and population growth. As urbanization accelerates, so does the demand for quality infrastructure, efficient services, and affordable housing. The County Government of Bungoma, through the Department of Lands, Physical Planning, Housing, Urban Areas and Municipalities, recognizes that meeting these demands requires substantial resources, expertise, and innovation that the public sector cannot provide alone. This framework is necessitated by the need to formally and strategically involve the private sector in co-creating the vision for the future of Bungoma's urban landscape.

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

- i) The private sector plays a crucial role in resource mobilization by providing essential capital and financial mechanisms needed to bridge the urban infrastructure financing gap in Bungoma County
- ii) It contributes to efficiency and innovation by introducing advanced technologies, innovative practices, and operational efficiencies that improve service delivery in areas such as waste management and IT infrastructure within the county's urban centers
- iii) Structured engagement with the private sector helps ensure that urban policies and regulations are investor-friendly, fostering local economic growth and creating jobs in line with the county's economic development goals
- iv) Establishing a formal framework promotes good governance by enhancing transparency, accountability, and predictability in interactions between the private sector and urban governance bodies.

1.3 Current Practice

Currently, private sector engagement across Bungoma's urban boards is often characterized by transactional interactions (e.g., procurement, licensing, enforcement). While necessary, these are often reactive, fragmented, and lack a long-term strategic perspective. This PSEF aims to transition to a proactive, strategic, and results-oriented partnership model.

1.4 Implementation of KUSP II

The Kenya Urban Support Programme (KUSP II) has played a catalytic role in strengthening the institutional capacity of urban boards in Bungoma County. This PSEF leverages the

governance and planning reforms initiated under KUSP II by establishing a clear mechanism for Private Sector Engagement, which is a key requirement for sustainable urban management and resource utilization under the programme.

1.5 Development of the Framework

This framework was developed through a consultative process involving key departments within the County Government of Bungoma, the urban boards, and representatives from local business associations. It incorporates best practices in public-private dialogue while remaining grounded in the legal and institutional realities of Bungoma County.

1.6 Legal Basis and Alignment to Existing County Frameworks and Processes

This PSEF is founded upon and is consistent with:

- i) The Constitution of Kenya (CoK) 2010: Specifically, Articles 6(2), 174, 184, and the Fourth Schedule, which provide for devolved government and urban areas management.
- ii) Urban Areas and Cities Act (UACA), 2011 (as amended): This Act governs the establishment and management of urban boards in Bungoma and explicitly allows for public-private partnerships.
- iii) Public Private Partnership Act, 2021: Provides the legal foundation for implementing specific PPP projects in Bungoma County.
- iv) Bungoma County Integrated Development Plan (CIDP): The framework directly supports the goals and strategies outlined in the CIDP for infrastructure, housing, and economic development.
- v) Municipal Integrated Development Plans (IDePs) of Urban Boards: The PSEF will be integrated into the annual planning and budgeting cycles of Bungoma and Webuye Municipalities.

1.7 Objective of the Framework

This Private Sector Engagement Framework (PSEF) seeks to provide the County Government of Bungoma with a crucial common approach, setting the standard for how its Urban Areas and Municipal Boards starting with the existing Bungoma and Kimilili Municipalities strategically engage with the private sector. The overarching goal is to transform urban planning from a siloed public function into a collaborative endeavor, thereby creating urban areas that are demonstrably competitive, inclusive, and resilient. By embedding this framework, the County aims to make its municipalities magnets for talent and investment,

capable of adapting to economic shocks while ensuring equitable distribution of benefits among all residents and businesses.

The intended outcomes are specific and targeted toward achieving the County's strategic goals:

- i) Increased private sector participation in urban planning and development of Bungoma's municipalities: This means moving from simple consultation to deep collaboration. The private sector's role will shift to include co-designing projects, contributing technical expertise, and actively investing in the implementation of urban development plans, ensuring that infrastructure and zoning decisions are market-informed and economically viable.
- ii) Better alignment of urban policies in Bungoma with private sector needs: The framework ensures that policies, regulations, and investment plans are not barriers but enablers of private sector growth. Through structured dialogue, the County will streamline business permits, land use regulations, and taxation policies to reduce the cost of doing business, making Bungoma a more attractive destination for capital than neighboring counties.
- iii) Enhanced collaboration between Bungoma Urban Boards and private sector entities: Collaboration will be formalized through permanent structures like Public-Private Dialogue Forums (PPDFs). This institutionalization fosters predictable, continuous interaction, allowing the Urban Boards to quickly address private sector concerns (e.g., infrastructure bottlenecks, bureaucratic delays) and leverage private sector data and insights for evidence-based decision-making.
- iv) Leveraged private sector expertise and resources for infrastructure and service delivery within Bungoma County: The framework will identify opportunities for innovative financing mechanisms, such as concession agreements and Public-Private Partnerships (PPPs), for critical services. This allows the County to tap into private sector capital and managerial expertise to deliver high-quality services (e.g., digitized revenue collection, modern waste management, urban housing) faster and more efficiently than possible with public resources alone.
- v) Trust-building between public and private actors, fostering commitment to shared urban development goals in Bungoma: Transparency in decision-making, publishing performance metrics, and establishing mutual accountability mechanisms (as detailed in the later chapters) are key. This commitment to procedural fairness will replace historical mistrust with a reliable working relationship, ensuring both parties are invested in the long-term success and prosperity of Bungoma's urban centers.

1.8 Approach to the PSE Framework

The PSE Framework adopts a carefully considered strategic, phased, and multi-level approach to engagement, ensuring that it is robust, scalable, and relevant across the varied context of Bungoma County's urban environment. The strategic dimension means engagement is always purpose-driven, linking private sector input directly to specific urban development outcomes identified in the County's Integrated Development Plan (CIDP). The phased nature allows Urban Boards to build capacity incrementally, starting with core components like data gathering and dialogue before moving to complex partnership implementation. The multi-level aspect ensures that the framework works effectively for both the larger, formal private sector entities and the small- and medium-sized enterprises (SMEs) and informal sector players essential to the local economy.

The entire approach is underpinned by a commitment to three crucial operational pillars: inclusivity, transparency, and a focus on measurable results. Inclusivity is achieved by actively seeking participation from diverse groups—women, youth, persons with disabilities, and the informal sector—ensuring their unique challenges and opportunities are reflected in urban planning. Transparency mandates open communication channels, public access to non-sensitive data, and clear reporting on engagement outcomes to build public confidence. Finally, the focus on measurable results ensures that every engagement effort is tied to key performance indicators (KPIs), allowing Urban Boards to track progress, learn from successes and failures, and continuously adapt the framework to maximize its positive impact on the ground.

1.9 Principles of the PSEF

The engagement between Bungoma County Urban Boards and the Private Sector shall be permanently guided by four foundational principles, ensuring all collaborations are ethical, effective, and beneficial to the public good:

- i) **Shared Vision and Value:** Partnerships must align perfectly with the overarching vision for a prosperous, well-governed Bungoma County. Beyond public benefit, the collaboration must create clear mutual value for the private sector, such as enabling market access, reducing operating costs, or ensuring regulatory certainty. This dual focus guarantees the partnership is inherently sustainable, as it serves both public policy and private commercial interests.
- ii) **Inclusivity and Transparency:** The engagement process must be fundamentally open, transparent, and non-discriminatory. Transparency requires making engagement schedules, meeting agendas, and subsequent decisions publicly accessible. Inclusivity

means actively ensuring proportionate representation from diverse private sector entities, including SMEs, local businesses in Kimilili Municipality, the informal economy, and enterprises run by marginalized groups.

- iii) **Mutual Accountability:** Both the Bungoma Urban Boards and the Private Sector partners are equally accountable for the performance, risks, and final outcomes of their collaborations. This principle is realized through jointly defined performance contracts, risk allocation frameworks, and regular monitoring. Accountability ensures that neither party can unilaterally shift blame or retract commitment, reinforcing the partnership's dependability.
- iv) **Predictability and Sustainability:** Establishing predictable engagement mechanisms such as a fixed annual calendar for PPDFs and defined protocols for policy review is essential for the private sector's long-term planning. Furthermore, all partnerships must be economically, socially, and environmentally sustainable, meaning they must be fiscally responsible, promote social equity, and avoid actions that compromise the County's natural resources for future generations.

1.10 Key Actors and Roles

Table 1: Key Actors and Roles

Actor	Roles and Responsibilities
County Government	<p>County Executive/Governor: Assists in planning, adopting, and reviewing the Bungoma CIDP, ensuring alignment with county and national policies and strategies. Appoints urban board members through a competitive process.</p> <p>County Executive Committee Member (CECM), Lands, Physical Planning, Housing, Urban Areas and Municipalities, Bungoma County: Appointed by the Governor to coordinate board functions and approve urban development plans.</p> <p>Bungoma County Assembly (CA): Approves urban board appointments, Bungoma County plans, IDEPs, and urban board budgets, and oversees urban development policies and regulations.</p> <p>Bungoma County Revenue Boards: Responsible for county revenue management and gather data on the private sector.</p> <p>Bungoma County Investment Authorities: Conduct research, investment promotion, and outreach activities.</p>

Urban Boards	<p>Implement the PSE Framework, incorporating activities into their respective Municipal Integrated Development Plans (IDePs), annual plans, and budgets for Bungoma Municipality, Webuye Municipality, and other urban centres.</p> <p>Oversee urban administration in executing these plans. The Urban Manager ensures the PSEF contains a performance framework, manages implementation, and reports on PSEF activities.</p>
Private Sector	<p>Engages in dialogue with Bungoma County Urban Boards to influence policy, urban planning, and investment priorities.</p> <p>Offers resources, technology, and expertise to enhance infrastructure and service delivery while ensuring alignment with business growth opportunities in Bungoma County.</p>
Other State and Non-State Actors	<p>Professional Associations and Research Institutions: Provide technical expertise through surveys, research, and data analysis to guide urban planning and policymaking.</p> <p>Dialogue Partners: Decentralized ministries, regulatory agencies, and development agencies collaborate with urban boards to support the implementation of policies, regulatory reforms, and capacity building for urban development. They also facilitate coordination between national and local government functions.</p> <p>Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs): Advocate for issues such as gender equity, climate action, environmental protection, social and economic inclusion. They ensure that urban development is inclusive and addresses broader social, economic, environmental, and community concerns, bringing marginalized voices into the conversation.</p> <p>Residents' associations: Resident associations represent important organized urban constituents and stakeholders residing and engaging with and contributing to the urban economy within the municipality. They have an interest and stake in its development. Kenya Alliance of Resident Associations (KARA) is their umbrella body of resident associations.</p>

1.11 Benefits of Adopting the Private Sector Engagement Framework

- i) Improved Infrastructure: Faster delivery of high-quality urban infrastructure projects (e.g., roads, markets, water) in Bungoma.
- ii) Enhanced Revenue: Increased County revenue generation through improved compliance, expanded tax base, and commercial partnerships.

- iii) Policy Effectiveness: Formulation of urban policies (e.g., zoning, development control) that reflect market realities and promote investment confidence.
- iv) Risk Mitigation: Shared understanding and management of project risks between the public and private sectors.

2.1 COMPONENTS OF THE PSEF

The PSEF is structured around four mutually reinforcing components to ensure systematic, comprehensive, and effective engagement.

i) Institutionalizing Engagement: Private Sector Database for Urban Boards

- a) Objective: To establish a comprehensive, reliable, and up-to-date database of all private sector actors (including SMEs, cooperatives, professional bodies, and major investors) operating within the urban board jurisdiction of Bungoma County.
- b) Key Activities:
 - Development of a standardized private sector registration and categorization form.
 - Regular mapping of private sector actors based on sector (e.g., manufacturing, services, construction) and size.
 - Integration of the database with the Bungoma County Revenue Management System for coordinated data use.

ii) Dialogue and Consultation Mechanisms

- a) Objective: To create formal, predictable, and periodic channels for public-private dialogue (PPD) to influence policy and planning.
- b) Key Activities:
 - Establishing PPD Forums: Setting up a formal Bungoma County Urban Business Advisory Council (or similar forum) to meet quarterly with the CECM and Urban Managers.
 - Thematic Working Groups: Creating sector-specific working groups (e.g., waste management, housing development) to address technical regulatory and investment challenges.
 - Integrated Development Plan (IDeP) Consultation: Ensuring the private sector is formally consulted during the preparation and review of the urban boards' IDePs and annual plans.

iii) Partnership Implementation and Facilitation

- a) Objective: To facilitate the initiation, structuring, and execution of Public-Private Partnerships (PPPs) and other collaborative arrangements.
- b) Key Activities:

- Developing a Project Pipeline: Identifying and prioritizing viable urban projects in Bungoma suitable for private sector participation (e.g., bus park modernization, affordable housing schemes).
- Capacity Building: Training urban board staff on PPP project identification, procurement, and contract management in line with the PPP Act, 2021.
- Investment Promotion: Establishing an Investment Window within the Department to fast-track permits and approvals for strategic private sector urban projects in Bungoma.

iv) Monitoring, Evaluation, and Feedback

- a) Objective: To ensure accountability, measure the impact of engagement, and provide a continuous feedback loop for improving the framework.
- b) Key Activities:
 - Performance Metrics: Establishing key performance indicators (KPIs) for private sector engagement outcomes (e.g., volume of private investment, satisfaction rates).
 - Annual Review: Conducting an annual review of the PSEF implementation by the Department, involving all key actors.
 - Feedback Mechanism: Establishing a formal mechanism for the private sector to provide feedback on the performance of urban boards and the implementation of partnership agreements.

The details of the components are provided below, customized for the County Government of Bungoma, Department of Lands, Physical Planning, Housing, Urban Areas and Municipalities.

2.1.1 Private Sector Database for Urban Boards

To engage effectively in urban planning and development, Bungoma County Urban Boards should know the profiles and contacts of the businesses operating within their areas, such as Bungoma Municipality and Kimilili Municipality. This requires collecting, maintaining, and analyzing business data to gain insights into their organization, interests, influence, and overall contribution to the Bungoma local economy.

The data is necessary for Bungoma County Urban Boards to better engage the private sector players in dialogue and action. The data supports outreach, communication, and relationship-building with the private sector within Bungoma County.

Sources of data: Bungoma County Government departments collect and store this data in the performance of their respective functions. Of significant relevance is the Bungoma County Revenue Department, which gathers and stores business enterprise data during the business and trade permitting process in the Single Business Permits (SBP) database. Other relevant databanks include property rolls and land registries maintained by the Department of Lands, Physical Planning, Housing, Urban Areas and Municipalities.

The SBP database offers a primary source of business data on licensed businesses that can be shared with Bungoma County Urban Boards as an initial basis for their private sector databases. The Bungoma County Revenue Department should grant urban boards access to disaggregated data specific to their jurisdictions. To facilitate this access, it may be necessary for the County SBP application forms and/or online platforms to be modified:

- i) To incorporate a field to capture the urban area (city or municipality) of operation through a standard dropdown list of all urban areas (e.g., Bungoma Municipality, Kimilili Municipality) to facilitate data disaggregation and sharing to the respective urban area. While the business location/address (in some cases GIS coordinates) is included, fields for the urban area i.e., the city/municipality of operation are not, as these are relatively new administrative jurisdictions.
- ii) Other data fields which may be incorporated to enrich the information gathered on business entities to better engage in dialogue and action include geo-location (GIS coordinates), years in operation, number of employees, and business affiliation. See Annex 03 for the list of fields already in the SBP application form and additional fields suggested.
- iii) To establish data access protocols that allow Bungoma County Urban Boards access to relevant disaggregated business data on entities within their jurisdiction.

Bungoma County departments that can serve as data sources include departments responsible for public participation that routinely map, gather, and store data on local citizens including the private sector, both formal and informal. The Bungoma County Department of Trade and Cooperatives also possesses valuable data on businesses and trade associations and cooperatives captured in the performance of their functions.

The Bungoma County Revenue Board and Bungoma County Investment Authority actively collect and hold valuable data on the private sector and business entities. These institutions also have research and data analytical capacity to support Bungoma County Urban Boards in establishing their databases and analyzing the data for engagement and planning.

Local Chambers of Commerce, trade associations and organized groups: The Kenya National Chamber of Commerce and Industry (KNCCI) has well-established and active devolved chapters, such as the KNCCI Bungoma Chapter. These local chapters have an active membership and data that can be shared with urban boards on local business entities. In addition, there are formal and informal trade and business associations and organized groups in Bungoma County with local membership, including special interest groups such as women, youth, and persons with disability. These groups can all provide valuable sources of data for Bungoma County Urban Boards.

Primary data collection: Bungoma County Urban Boards may also collect data through business enterprise surveys to ensure they have comprehensive data on both formal and informal businesses to ensure inclusive engagement.

National institutions: Kenya National Bureau of Statistics (KNBS) publishes County Statistical Abstracts (including for Bungoma County), and conducts enterprise surveys. MSEA registers MSE associations and is also involved in surveys.

Standardized coding of business categories: A standardized coding system for business categorization is necessary to facilitate uniformity in business categorization. For statistical purposes, the national government through the KNBS uses the Kenya Standardized Industry Classification (KeSIC) system, a comprehensive framework for categorizing economic activities that can be applied to categorize businesses based on their primary industry and economic activity. Bungoma County should adopt a standardized coding system for business categorization to ensure uniformity in business categorization.

This standardized approach will:

- i) Improve the efficiency and accuracy of business data analysis and management, leading to more informed decision-making and resource planning in Bungoma County.
- ii) Support vertical and horizontal data aggregation, leading to better alignment, harmonization, and integration of urban policies and plans, and enable consistent statistical and economic reporting across urban areas and counties. It facilitates implementation of the County Licensing (Uniform Procedures) Act 2024, which seeks to harmonize licensing, regulations, procedures and requirements and fee structures across counties.
- iii) Allow for accurate segmentation and clustering of businesses by sector, industry, and activity, facilitating more targeted engagement by Bungoma Urban Boards.

- iv) Enable comparative analysis of businesses and markets across counties.
- v) Identify trends and patterns to inform policy development, planning, and resource allocation in Bungoma County.

Data management and visualization: The Bungoma County Urban Boards should create and maintain database management systems (for example, using MS Excel). They may employ geo-mapping and data analytics tools to facilitate visualization of data through maps and charts to support clustering for targeted engagement and for planning and targeting of services and investments. This data management system may provide contextual and geographic perspective, support analysis of patterns, that is, trade, supply chains, infrastructure and service delivery usage and demands, or the identification of areas of economic growth and potential investment. It may also provide insights on private sector resources that the urban board can tap into and leverage through partnerships. Boards may explore partnerships with data analytics companies to assist in providing customized solutions, including on data extraction, analysis, mapping and visualization.

Data privacy and security: Bungoma County Urban Boards must comply with the Data Protection Act, 2019 to ensure data security and privacy. While particular information from the database should be made publicly accessible to stakeholders via secure portals, this should be in accordance with the Access to Information Act, 2016.

Public accessibility to private sector database: Once established, the Bungoma County Urban Boards should provide access to information on the private sector database by publishing data online on their websites, in line with data protection legislation and regulations. This is expected to foster open, inclusive engagement, networking, and to demonstrate local market growth through increased contribution to urban development and growth in Bungoma County.

2.1.2 Private Sector Diagnostic

Private sector diagnostics are conducted to gain a deeper understanding of the local business environment, market dynamics, and key constraints affecting private sector competitiveness. They unlock private sector-led growth and investment towards accelerating economic growth within an appropriate policy and regulatory regime. They help to identify untapped private investment opportunities and associated barriers. They also facilitate identification of sector opportunities based on their potential to spur private investment, create jobs, generate domestic revenue, and foster sustainable, inclusive growth. Private sector diagnostics help to prioritize

the most impactful actions that can boost private sector growth, while delivering on broader development goals for Bungoma County.

Bungoma County Urban Boards should conduct a private sector diagnostic to assess the local business environment, the broader economic landscape, and its impact on business operations, identifying enablers and challenges within their jurisdiction (e.g., Bungoma Municipality, Kimilili Municipality). It is a crucial step in improving the local business environment and fostering private sector-led growth in Bungoma County.

The diagnostic can be part of a broader local economy assessment and helps shape responsive interventions. The resulting reports inform discussions between Bungoma County Urban Boards, the private sector, and other stakeholders, guiding urban planning, investment prioritization, and the preparation or review of policy and regulatory instruments. Additionally, diagnostics can focus on specific industries or sectors of strategic importance or high growth potential within Bungoma County.

The process involves desk research and business/enterprise surveys, and consultative sessions with the private sector and other stakeholders to assess the local business landscape in Bungoma.

The World Bank's Toolkit for Competitive Counties in Kenya provides an analytical framework to identify needs and design interventions across four key policy areas:

i) Institutions and Regulations:

- a. Assesses the effectiveness of local institutions, policies, and regulations within Bungoma County.
- b. Reviews business registration, licensing, and permitting processes unique to the County.
- c. Evaluates the enforcement of property rights and contract mechanisms.

ii) Infrastructure and Land:

- a. Reviews the state of infrastructure (transport, utilities, waste management) and identifies gaps affecting business growth in Bungoma's urban areas.
- b. Analyzes land use policies and zoning regulations of the Bungoma County Department of Lands, Physical Planning... to evaluate their impact on investment and business activity.

iii) Skills and Innovation:

- a. Identifies skills gaps in the labor market and assesses vocational training programs available in Bungoma County.
 - b. Evaluates the level of innovation within the business community and available support for research and development.
- iv) Enterprise Support and Finance:
- a. Analyzes the availability of financial services (banking, microfinance, venture capital) in Bungoma County.
 - b. Reviews enterprise support programs and business development services provided by the County and partners.
 - c. Identifies barriers to finance and explores innovative solutions for small and medium enterprises (SMEs) in Bungoma.

The diagnostic findings should be made publicly available and will inform public-private dialogue forums as well as the preparation and review of the private sector-related policies and regulations. In addition, it informs the preparation of the Integrated Development Plans (IDePs) for Bungoma Municipality and Kimilili Municipality, Annual Urban Plans, and budgets. The initial diagnostic serves as a baseline and will be reviewed and updated annually during public-private dialogue forums to assess progress and guide future interventions.

The County Government of Bungoma should support boards in carrying out diagnostics and establish collaboration and partnerships with MSEA, KNBS, KNCCI Bungoma Chapter, KEPSA, KAM, other associations, and research agencies that carry out private sector surveys and research.

2.1.3 Public-Private Dialogue Forums (PPDF) for Urban Planning and Development

Bungoma County Urban Boards should establish regular, purpose-driven dialogue forums with private sector actors to better understand the business environment, the private sector, their needs, the barriers they face, and the opportunities to develop inclusive, competitive urban areas. The Public Private Dialogue Forums (PPDF) should bring representatives from both formal and informal businesses, business associations, and other dialogue partners and stakeholders, together to share and gather information, understand needs and opportunities, and agree on priorities that inform urban development plans and the development of competitive urban areas in Bungoma County.

The PPDF serve as open, inclusive platforms where local private sector needs in Bungoma are aligned with public sector mandates, resources, and capacity. The meetings should be structured and scheduled to build consensus, set shared objectives, and prioritize interventions for integration into urban plans, enhancing the efficiency and effectiveness of public sector support for business competitiveness and economic growth.

The outcome of these dialogues should inform the preparation, implementation, and review of Integrated Development Plans (IDePs) for Bungoma Municipality and Kimilili Municipality, annual urban area plans and budgets, land use development plans, building and zoning regulations, development control, and other regulatory instruments.

It is by holding regular dialogue forums that a feedback loop can be established to continuously improve policy design, implementation, and results monitoring. This feedback process fosters mutual commitment, accountability, and shared responsibility for outcomes. It also supports continuous learning and adaptive management, addressing emerging opportunities, challenges, and bottlenecks, helping to build agile and resilient businesses and urban communities in Bungoma County.

Accreditation of business associations: Business associations serve as important channels for Bungoma County Urban Boards to engage businesses in structured dialogue on areas of mutual interests, to set common objectives, and build collaborative relationships. Currently, private sector formal business registration of associations is done by MSEA. It would therefore be useful for the Bungoma County and urban area managers to obtain information from MSEA to facilitate the mapping of these associations. This would also help to understand the extent of membership (percent of members), the governance structures to determine the level of representation, inclusion, and accredit the legitimate associations as anticipated in the draft UACA Draft Regulations, 2022.

Bungoma County and its urban boards should encourage business entities, including informal sector enterprises, to affiliate and form or join business associations or other membership organizations based on shared interests, industry, or geographic location. Business associations and member organizations should be encouraged to apply for accreditation with the County Government of Bungoma or the relevant urban board as per the UACA Draft Regulations, 2022, which provides guidance on this accreditation process. The Bungoma County Urban Boards should maintain a register of accredited associations to streamline outreach and engagement efforts.

Accreditation formally recognizes associations as legitimate representatives of their members, empowering them to engage with city and municipal boards in Bungoma to lobby and advocate for their perspectives and proposals. Accreditation requires that the business membership organizations meet standards of professionalism, governance, and ethical conduct, lending credibility and fostering trust in their ability to effectively represent their members' interests.

Convening the Public-Private Dialogue Forum (PPDF)

It is expected that Bungoma County will develop a County private sector dialogue forum structure that the urban boards can adopt, building on and aligning with the existing county and urban structures. This process should be guided by existing Bungoma County guidelines on public participation. This will allow coordinated engagement across urban areas within the County that informs urban planning and development. Existing engagement structures should be built upon, for example, within the Bungoma County Department of Trade. The urban board is responsible for operationalizing and resourcing the Public-Private Dialogue Forum (PPDF).

2.1.3.1 Urban Area PPDF Structure:

- i) **Champion:** The Bungoma County Urban Board member representing the private sector or chairing the committee responsible for the private sector should champion the PPDF.
- ii) **Secretariat:** The board should establish a secretariat led by the Urban Manager (Bungoma Municipality Manager or Kimilili Municipality Manager) (who will act as secretary of the forum) to manage the forum's operations. Private sector representatives with relevant skills may contribute and provide technical and administrative support.
- a) **PPFD membership:** The board should define membership criteria that are inclusive and adequately reflect their local private sector. The private sector database and the register of accredited business associations will help inform the structure. Membership should comprise accredited associations representing both formal and informal enterprises, cooperatives, and special interest business groups such as women, youth, and persons with disability, major business players, and stakeholders such as residents' associations, financial institutions. It is expected that Associations will be responsible for nominating representatives to the forum.
- b) **Other dialogue partners,** such as relevant Bungoma County departments (e.g., County Revenue, Trade, Finance), Ministries, Departments and Agencies, development agencies, research institutions, civil society organizations (CSOs), and non-governmental organizations (NGOs), may be co-opted into the forum as may be needed.

- c) Leadership: A leadership structure should be created with the board member responsible for the PPDF as chair of the forum and a private sector representative as co-chair.
- d) Working groups or committees may also be created, aligned with local industry sectors or policy priorities in Bungoma County.

Organizing the PPDF: Bungoma County departments and municipalities already engage the business community in budget and policy dialogue on an ad-hoc basis. For structured dialogue, the board should cluster businesses and associations by sector or industry for example the transport sector, tourism or hospitality sector, or residents' associations within Bungoma or Kimilili. These clusters should be encouraged to come together to define common needs and priorities. Thereafter, representatives from the clusters should be brought together in a plenary PPDF to share their priorities and dialogue with the board and other dialogue partners to agree on the collective priorities to be integrated into urban plans and policies.

PPDF calendar of meetings: Plenary PPDF should be held at least twice a year, timed to influence key decision-making processes in Bungoma County and urban planning and budgeting. Cluster and committee meetings can be held as required and recommendations presented at the plenary for decision making. The Urban Manager will prepare and publish the calendar and meeting agenda, which will involve discussions on priorities for each policy area. Ad-hoc meetings may be convened as may be needed to review policy and regulatory proposals.

Meeting format: The agenda and meeting format should promote open dialogue and exchange of local knowledge, expertise, and evidence-based insights. The discussions should be informed by diagnostic reports, local economy assessments, urban area plans, and sectoral studies relevant to Bungoma County, to ensure that the recommendations are grounded in local realities.

Minutes, action plan and follow-up: Minutes should be prepared after each forum, reporting on the main agreements and recommendations. The Minutes should be presented and considered during citizen fora during the preparation and review of the IDeP, the urban area annual strategic plan, and budget estimates.

The Urban Manager is responsible for following up on actions by the board and for reporting back to the PPDF plenary on the board's actions and decisions. If interventions require action

from the Bungoma County Government or other public agencies, the manager should coordinate with the relevant actors and provide updates.

Monitoring and Accountability: The Urban Manager is responsible for monitoring the progress of the PPDF action plan, tracking follow-up actions, maintaining records, assessing outcomes, and evaluating the effectiveness of the dialogue. This process will support continuous performance improvement.

Linkage to the citizen fora: As outlined in the UACA (Amendment) Act, 2019, Bungoma County Urban Boards are required to hold citizen fora, providing a platform where representatives of urban residents, the urban board, and relevant agencies can engage in dialogue on key urban development issues. These fora serve to discuss shared concerns, agree on goals, and set priorities. Membership includes representatives from business associations, registered associations of the informal sector, and other urban resident groups.

The priorities, resolutions, and submissions from the PPDF will be presented by accredited business association representatives at the citizen fora for further consideration by the Bungoma County Urban Board. This structured approach ensures that the collective views and interests of the private sector are effectively communicated and integrated into the broader citizen engagement process. See Annex 04: Suggested calendar for two annual forums aligned to the urban board planning and budgeting calendar.

2.1.4 Capacity Building and Outreach

To ensure effective implementation of the framework, Bungoma County Urban Boards should develop a comprehensive capacity-building and outreach strategy. As per the Second Schedule of the UACA (Amended 2019), urban boards are required to build the capacity of residents to enable their participation in urban affairs, as well as to foster community engagement among board members, town committee members, and staff. Resources must be allocated annually by the County Government of Bungoma to support these activities.

Urban Board Capacity: The Bungoma County Urban Board should assess its current capacity, identify gaps, and create a capacity-building plan. This plan will require investments in staff training, workshops, technical assistance, and necessary tools like software and equipment to support engagement, communication, and outreach. Developing competencies for collaboration and knowledge-sharing will be essential for the Bungoma Municipality and other urban administrations.

Private sector capacity: For effective engagement, the private sector needs a clear understanding of urban governance in Bungoma County, the roles and responsibilities of public and private sectors, and how to engage in the planning process for mutual benefit. The Bungoma County Urban Board should strengthen the private sector's capacity through targeted outreach and training activities.

The board should raise awareness among businesses and provide training to business associations and clusters so they can engage effectively in municipal or city affairs. With support from the Bungoma County Government and MSEA, the boards should develop tools such as:

- i) Guides to support associations establish leadership structures, governance, and decision-making processes. Management tools i.e., templates for agendas, minutes, and reports.
- ii) Guides to key urban governance processes and how to engage with them, including timelines for Bungoma County and urban planning timelines.

The Urban Manager is responsible for planning and budgeting the capacity-building activities for the urban board, administration, business associations, and clusters. This includes organizing training sessions and procuring consultants for specialized training in urban governance, public-private engagement, and governance structures for business associations that ensure inclusivity. This includes the development of tools to help them with governance, meeting facilitation, decision-making processes, member outreach, and record-keeping to ensure inclusive and effective participation.

2.1.5 Communication and Feedback Channels

Establishment of clear, accessible channels for timely, two-way communication and information dissemination is essential for effective engagement efforts by Bungoma County Urban Boards. The boards should leverage technology to ensure efficient communication flow and equitable access to information. The Urban Manager should oversee regular communication with private sector organizations, ensuring timely updates and continuous engagement. Key information such as information on the public-private dialogue forum, the calendar, agenda, meeting notices, minutes and reports, information and diagnostic reports on the private sector in the urban area, should be published on the Bungoma Municipality's website or the County Government of Bungoma's official portal.

2.1.6 Institutional Arrangements and Resource Framework

While the specifics will be based on local context and institutional arrangements, the following institutional roles and resources are suggested to effectively operationalize the engagement framework within the County Government of Bungoma:

Urban Board Leadership Roles

i) Urban Board Chair has the overall responsibility for overseeing the implementation of the framework within their urban area (e.g., Bungoma Municipality/Kimilili Municipality).

Role: The Chair's function is primarily strategic oversight and high-level political advocacy. They serve as the highest-level point of contact for the County Executive and external partners, ensuring the Urban Manager receives the necessary political support and predictable budgetary resources from the Bungoma County Assembly. The Chair's authority is crucial for ensuring the Urban Board officially adopts the Public-Private Dialogue Forum (PPDF) action plan and integrates its priorities into the Urban Area Annual Plan and Budget, thereby providing the institutional guarantee needed to build private sector confidence. They are the key accountability link to the CECM responsible for the department.

ii) Chair of the Board Committee (or Sub-Committee) responsible for private sector engagement, business environment, urban economy, or trade is responsible to champion the framework and supervise the Urban Manager in its implementation, ensuring alignment with a clear performance framework.

Role: This role focuses on policy and technical leadership at the Board level. The Chair acts as the operational champion of the PSEF. They are directly responsible for reviewing Private Sector Diagnostic reports, vetting PPDF recommendations, and guiding the Urban Manager in setting achievable, measurable targets. They ensure the quality and relevance of data collected, advise on effective collaboration with partners like the KNCCI Bungoma Chapter, and track key indicators such as business entry/exit rates and private investment volume to ensure the PSEF generates tangible economic outcomes for the urban area.

Urban Administration Roles and Functions

Urban Manager (e.g., Bungoma Municipality Manager/Kimilili Municipality Manager):

- i) Responsible for setting up the secretariat, planning and managing engagement activities, coordinating implementation of action plans, tracking and monitoring results, and reporting progress against established performance targets and engagement indicators.

Expanded Role: This is the chief administrative role. The Urban Manager acts as the Chief Operating Officer for the PSEF. This involves allocating staff, managing the budget for engagement, overseeing the development and maintenance of the Private Sector Database, and ensuring that the agreed-upon actions are delegated and executed by the relevant municipal departments. They are responsible for generating performance reports for the Urban Board, the County Executive, and the public.

ii) **Serves as the secretary and facilitator of PPDFs.**

Expanded Role: The Manager is the institutional memory and impartial guide of the dialogue forums. As Secretary, they are responsible for logistics, preparing the agenda (based on diagnostic findings and board priorities), circulating background documents, and preparing and archiving the official minutes. As Facilitator, they ensure the dialogue remains focused, inclusive, and conflict-resolving, leading to concrete, actionable resolutions that can be integrated into the urban plans.

iii) Responsible for planning capacity-building and outreach activities, and maintaining two-way communication.

Expanded Role: This involves managing the intellectual capital of the framework. The Manager must identify capacity gaps within both the urban administration staff and the private sector associations. They plan and execute training programs on urban governance, PPPs, and data management for staff, while providing outreach to businesses on regulatory compliance and engagement mechanisms. They are also tasked with overseeing the Municipality's communication channels (e.g., website, public notices) to ensure timely, transparent, and responsive feedback to the private sector.

iv) City/Municipal Department Heads and Officers responsible to implement actions relevant to their department as assigned.

Expanded Role: These officers are the implementation agents of the framework's resolutions. For example, the Head of Physical Planning would be responsible for implementing streamlined development control timelines agreed upon during a PPDF. The Head of Finance/Revenue would collaborate with the Urban Manager to share Single Business Permit (SBP) data for the Private Sector Database. Their actions are driven by the annual work plans and specific assignments delegated by the Urban Manager.

v) **Municipal Planner Role.**

Expanded Role: The Planner provides the essential technical linkage between private sector engagement and physical development. Their role is to translate the economic needs and investment proposals identified in the PPDFs and Private Sector Diagnostics into spatial terms. This includes revising zoning ordinances, developing sectoral land use plans, and ensuring that private sector investment proposals align with the approved Integrated Development Plan (IDeP) for Bungoma Municipality or Kimilili Municipality.

Key Relevant Skills and Competencies

The success of the PSEF requires the Urban Administration to be supported by staff with specialized, multi-disciplinary skills:

- i) GIS, data analytics, and database management: Essential for maintaining the Private Sector Database, performing geo-mapping to identify business clusters, and conducting location-based analysis to inform infrastructure prioritization.
- ii) Advocacy, partnership building, and negotiation: Necessary for the Urban Manager and Board to secure funding, build alliances with external agencies (like KEPSA and MSEA), and manage complex, multi-stakeholder partnership agreements.
- iii) Communication, stakeholder management, and organizing and coordinating PPDFs: Core competencies for ensuring effective, transparent dialogue, managing public expectations, and delivering inclusive engagement processes.
- iv) Economic analysis, strategy development, and investment promotion: Crucial for accurately interpreting Diagnostic findings, identifying high-potential sectors for targeted promotion, and developing attractive investment incentives for Bungoma County.
- v) Financial instruments and management: Required for structuring and overseeing non-traditional financing mechanisms, such as PPPs, bonds, and concessions, to leverage private capital for urban projects.

Operations and Finance

Allocation within the urban board annual capital and recurrent budgets for provision of office space, equipment, ICT tools, engagement activities, meetings, and travel, as approved by the Bungoma County Assembly.

Expanded Component: The Bungoma County Assembly’s appropriation of a dedicated, ring-fenced budget for the PSEF is a non-negotiable prerequisite for its sustainability. This allocation must cover the recurrent costs of maintaining the digital platforms (e.g., database licenses, communication software), the operational costs of the PPDF Secretariat, and the resources for continuous capacity building, ensuring the framework is insulated from short-term financial volatility.

Coordination Mechanisms

- i) Coordination mechanisms to ensure horizontal linkages across urban departments and vertical connections between urban structures, Bungoma County Government departments, and relevant Ministries, Departments and Agencies.

Expanded Component: Horizontal linkages involve formal, routine meetings between urban departments (e.g., Planning, Trade, Environment) to synchronize actions derived from the PPDFs. Vertical connections require the Urban Manager to report to the County Chief Officer and coordinate with key departments like the County Revenue Department (for data sharing) and the County Investment Authority (for investment promotion), ensuring the PSEF aligns seamlessly with county-wide strategy.

- ii) Multi-sectoral and agency collaboration to foster joint actions to address the transversal needs of the local economy and business environment in Bungoma County, which may involve delegated and concurrent functions and shared responsibilities, is essential for collective action.

Expanded Component: This refers to collaboration on complex issues that cut across mandates, such as improving port access or developing agro-processing value chains. It necessitates formal protocols with national agencies like KNBS (for data) and MSEA (for small business support), and adjacent counties, allowing for joint planning and resource pooling to solve regional economic challenges that a single municipality cannot address alone.

Partnerships

Partnership policies, guidelines, and modalities are necessary to leverage private sector expertise and resources to support the successful implementation of the framework in Bungoma's urban areas.

Expanded Component: The Urban Board must develop clear internal Partnership Guidelines defining the process for soliciting, vetting, and executing PPPs and other partnership agreements (e.g., joint ventures, technical assistance). These guidelines must detail conflict-of-

interest rules and intellectual property rights, ensuring that the County leverages private sector resources (e.g., technology for data analytics) transparently, ethically, and in a manner that protects the public interest while minimizing fiscal risk.

2.1.7 Enablers for Effective and Sustained Private Sector Engagement

- i) Policy commitment and accountability: Adoption of the framework by the Bungoma County Executive. The framework should be anchored in and supported by Bungoma County policy and legal frameworks and harmonized with local regulations. It should be integrated into County and urban plans, with clear roles and responsibilities and monitoring and performance management frameworks (i.e., with clear targets and indicators embedded in the performance contract of the CECM and urban area boards).
- ii) Institutional commitment: High-level political leadership from the Governor and CECM for Lands... is essential to champion engagement, ensure adequate, predictable budgetary resources, and hold all stakeholders accountable for implementing reforms and achieving outcomes. The board must commit to its role, delegate responsibilities, and support the Urban Manager.
- iii) Collaboration mechanisms: Effective collaboration between the Bungoma County departments and urban boards is essential to operationalize the framework and facilitate capacity support, sharing of information and resources for seamless implementation. For example, setting common database structures across all Bungoma County departments and revenue boards would facilitate data aggregation and sharing. This would improve engagement, not just for urban planning but also support other departments.
- iv) Partnerships: Establishing and strengthening partnerships with external actors such as the KNCCI Bungoma Chapter as a key channel for engagement, to facilitate outreach, capacity building, diagnostic surveys, and research. The Bungoma County Revenue Board has data, data analytics, and statistical capacity that can be tapped into to support the municipalities in carrying out diagnostics. The Bungoma County Investment Authority conducts research, investment promotion, and outreach activities.
- v) Allocate adequate resources and staff: Plan for and ensure the allocation of adequate budgetary resources for engagement activities, and suitably skilled staff to support the Urban Manager. Technical capacity should align with the demands of private sector engagement and urban development in Bungoma County.

- vi) Technology and innovation: Invest in digital tools for data management, mapping, and analytics to enhance the Bungoma County Urban Boards' capabilities for strategic engagement and evidence-informed decision making.
- vii) Leverage private sector expertise and innovation through partnerships: Develop partnerships and outsource tasks to the private sector to capitalize on their expertise. For example, digital technologies for database management and advanced data analytics, such as Geographic Information Systems (GIS) that enable layered data visualization through maps and charts, and communication technology to support outreach.
- viii) Transparency and Accountability: Set clear goals and objectives for the engagement process, supported by robust monitoring and performance frameworks. Integrate reporting into the urban board's strategic plan and ensure public access to all information. Ensure transparent, publicly accessible, and accountable communication channels for two-way information flow.
- ix) Inclusive Representation: Implement guidelines for diverse representation (e.g., 2/3 gender rule, inclusion of youth, persons with disabilities, refugees, and other interest groups) within Bungoma County. Establish open, representative dialogue processes. Complement these forums with strong outreach and communication to avoid information gaps and asymmetry.
- x) Capacity Building: Provide the necessary staff and resources for capacity building of the urban board, administration, and private sector.

3.1 CHALLENGES, RISKS AND MITIGATION STRATEGIES FOR BUNGOMA COUNTY

Effective private sector engagement is critical for fostering sustainable and competitive urban areas in Bungoma County. However, this process presents several risks and challenges that need to be addressed for successful collaboration and outcomes. By proactively identifying and mitigating these risks, Bungoma County Urban Boards can create a favorable environment for private sector participation, driving innovation, efficiency, and inclusive growth. These challenges, risks, and mitigation measures are summarized below.

Table 2: Challenges, Risks and Mitigation Measures

Component	Risk	Mitigation Measures
Private Sector Database	Unauthorized data access	<ul style="list-style-type: none"> • Implement robust data security measures, such as encryption and access controls, in coordination with the Bungoma County ICT Department. • Ensure compliance with relevant data privacy laws (e.g., Data Protection Act, 2019). • Regularly audit data access logs and security protocols.
Private Sector Database	Data privacy breaches	<ul style="list-style-type: none"> • Develop a comprehensive privacy policy, shared with all relevant stakeholders in Bungoma County. • Educate staff and businesses on data privacy protocols. • Limit access to sensitive data and implement tiered permission levels.
Private Sector Database	Technological and operational risks: Technological failures and operational inefficiencies undermine engagement	<ul style="list-style-type: none"> • Invest in reliable technology systems and establish regular maintenance schedules. • Provide staff with appropriate training and necessary operational equipment.
Private Sector Diagnostic	Procurement delay	<ul style="list-style-type: none"> • Ensure engagement activities including the diagnostic exercise are in the Bungoma County

		Urban Board's annual plan and budget of the fiscal year when it is expected to take place.
Private Sector Diagnostic	Limited access to accurate and up-to-date data from businesses	<ul style="list-style-type: none"> • Conduct preliminary data mapping exercises to identify data sources and address data gaps. • Collaborate with KNCCI Bungoma Chapter and other business associations to ensure accurate data collection. • Leverage existing databases such as the Bungoma County business licensing systems and tax registries to access updated data.
Private Sector Diagnostic	Low response rates or poor participation from businesses	<ul style="list-style-type: none"> • Partner with business associations and chambers of commerce to build trust and encourage participation. • Offer incentives such as showcasing the benefits of diagnostic findings (e.g., improved business climate in Bungoma Municipality/Kimilili Municipality). • Use multiple data collection methods (e.g., surveys, focus groups, interviews) to ensure broad participation.
Private Sector Diagnostic	Lack of skilled personnel to carry out the diagnostic	<ul style="list-style-type: none"> • Invest in staff training on conducting diagnostics, data analysis, and stakeholder engagement. • Outsource specific technical components (e.g., data analytics) to private sector experts if necessary.
Private Sector Diagnostic	High costs of conducting the diagnostic	<ul style="list-style-type: none"> • Explore partnerships with development agencies and the private sector to share costs. • Break down the diagnostic into phases to spread costs over multiple years if necessary.
Private Sector Diagnostic	Diagnostic results not integrated into policy and planning	<ul style="list-style-type: none"> • Ensure that diagnostic findings are linked to specific policy and planning timelines, such as the preparation of the annual urban development plan.

		<ul style="list-style-type: none"> • Establish clear pathways for incorporating diagnostic results into decision-making processes by the Bungoma County Urban Board.
Public Private Dialogue Forums (PPDF)	Poor engagement by the private sector: Long-standing mistrust due to previous transactional, predatory relationships, or political, cultural/social disputes in Bungoma County	<ul style="list-style-type: none"> • Conduct targeted communication and outreach campaigns focused on the benefits of engagement. • Establish transparent and accessible two-way communication channels and feedback loops. • Set up oversight, monitoring, and accountability mechanisms to ensure responsiveness. • Publish key information and reports to foster transparency and build trust.
Public Private Dialogue Forums (PPDF)	Conflicts of interest between the private sector and Bungoma County Urban Board ; or among private sector actors, delaying consensus	<ul style="list-style-type: none"> • Enhance the facilitation, negotiation, and analytical capacity of urban officers to manage and resolve conflicts. • Conduct thorough analysis and assessments to inform dialogues. • Engage external facilitation experts if necessary to mediate and ensure smooth discussions.
Public Private Dialogue Forums (PPDF)	Resource risks: Inadequate financial and human capacity to conduct activities	<ul style="list-style-type: none"> • Identify staffing needs and capacity gaps for the PPDF and include them in the urban board's staff establishment plan. • Assign qualified and relevant staff to manage engagement activities. • Plan for financial and human resource allocation for capacity building. • Ensure that PPDF activities are incorporated into the urban board's annual plan and budget. • Integrate priority interventions identified in the forums into the urban board's annual strategic plan and budget.

4.1 PERFORMANCE AND ACCOUNTABILITY FRAMEWORK

A performance and accountability framework is essential for ensuring that resources are used efficiently and for building trust and confidence among stakeholders. With clearly defined targets, performance indicators, and outcomes for each component of the engagement process, these requirements should be integrated into the Bungoma County Urban Board's performance management framework. This process provides a Monitoring, Evaluation, Learning, and reporting mechanism that promotes transparency and accountability for boards to track progress, learn, adapt, and improve effectiveness. Annex 05 provides a sample results framework.

PSEF Considerations for Sustainability

The long-term success of the Private Sector Engagement Framework in Bungoma County hinges on the following considerations:

- i) **Ensure political leadership commitment:** Secure high-level political leadership from the **Governor** and the **CECM** to champion and advocate for effective engagement. Leadership must ensure the commitment of adequate, predictable budget resources and take responsibility for monitoring, supporting, and being accountable for the reform outcomes.
- ii) **Strengthen county-urban board collaboration:** Establish effective collaboration between the Bungoma County and its urban boards (Bungoma Municipality, Kimilili Municipality, etc.) to facilitate the sharing of information, resources, and support necessary for seamless implementation, particularly with the County Revenue Department and County Department of Trade.
- iii) **Allocate adequate staffing and technical capacity:** Plan and ensure the allocation of sufficient and skilled staff to support the Urban Manager. Technical capacity should align with the demands of private sector engagement and urban development in Bungoma County.
- iv) **Invest in technology and innovation:** Invest in modern digital technologies for data management, mapping, and analytics to enhance urban boards' capacity for informed decision-making and strategic planning.
- v) **Leverage private sector expertise and innovation through partnerships:** Develop partnerships and outsource tasks to the private sector to capitalize on their expertise, particularly in managing databases and advanced data analytics, such as Geographic

Information Systems (GIS) that enable layered data visualization through maps and charts.

- vi) **Allocate resources for regular private sector diagnostics and dialogues:** Ensure resources are planned and allocated for the continuous conduct of private sector diagnostics and their regular reviews to maintain an updated understanding of the business environment and stakeholder needs in Bungoma County.
- vii) **Embed political accountability in reforms:** Guarantee high-level political accountability for the successful implementation of reforms. This includes integrating targets and performance indicators into the Bungoma County performance management framework, such as the performance contracts of County Executive Committee Members (CECMs).

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13. Toolkit for Competitive Counties in Kenya. Companion forms and summary tables. 2022. World Bank
14. Urban Areas and Cities (Amendment) Act, 2019

ANNEXES

ANNEX 1: SUMMARY OF THE RELEVANT LEGISLATION

<i>Legal instrument</i>	<i>Article/Section</i>	<i>Provision</i>	<i>Details of provision</i>
Constitution of Kenya (2010)	Article 184	<i>Governance and management of urban areas and cities</i>	<i>National legislation on the governance and management of urban areas and cities shall provide for the participation of residents</i>
County Government Act (CGA), 2012	<i>Part VIII</i>	<i>Citizen participation</i>	Outlines the principles of public participation, the rights of citizens, requires for the establishment of modalities and platforms for citizen participation by county governments and all decentralized units of the county
	<i>Section 104</i>	<i>Obligation to plan and to promote public participation in the process</i>	Urban areas are designated as planning authorities and required to promote public participation in the process
	<i>Section 105</i>	<i>County planning units</i>	County planning units should ensure the collection, collation, storage and updating of data and information suitable for the planning process
	<i>Section 115</i>	<i>Citizen participation in county planning</i>	Requiring that public participation in county planning is mandatory; counties are required to develop laws, regulations and establish mechanisms as provided in Part VIII
Urban Areas and Cities (Amendment) Act, 2019	Section 11 (d)	<i>Principles of governance and management</i>	Requires the institutionalized active participation by its residents in the management of the urban area and city affairs
	Section 13	<i>Private sector representation on Boards of Cities</i>	On the composition Boards of Cities which are responsible for governance and management of urban areas <i>provides for two of the nine members to be nominated by private sector organizations:</i> <i>(2)(b) an association representing the private sector in the area;</i> <i>(2)(c) a cluster representing registered associations of the informal sector in the area;</i>
	<i>Section 14</i>	<i>Private sector representation on Boards of Municipalities</i>	<i>On the composition of Board of Municipality provides for two of the nine members to be nominated by private sector organizations</i> <i>(3)(b) an association representing the private sector in the area;</i> <i>(3)(c) a cluster representing registered associations of the informal sector in the area;</i>
	<i>Section 21</i>	<i>Powers of the boards of cities and municipalities</i>	<i>(1)(g) to ensure participation of the residents in decision making and, in its activities, and programmes in accordance with the Schedule to the Act as provided in the County Governments Act, 2012 and any other national legislation on public participation</i>

	<i>Section 22</i>	<i>Citizen fora</i>	<i>Subject to the Second Schedule provides for urban residents to deliberate and make proposals on county and national policy and legislation, plans and budgets; and monitor the activities of officials and board members cities and urban areas. And for Urban boards to seek and receive petitions and representations from citizen fora on the management and administration of urban affairs within its jurisdiction and functions and make recommendations on issues raised for implementation and reporting by the Urban Manager on decisions made on the recommendation. Including on service provision, development plans (i.e., IDEPs) and budgets, policies and legislation.</i>
	<i>Second Schedule</i>	<i>Rights of, and participation by residents in affairs of their city or urban areas</i>	<i>Outlines the rights and duties of residents; requires that city or urban areas develop systems of governance, mechanisms, processes and procedures that encourage citizen participation in its affairs; apply resources and build capacity of urban residents to do so</i>
	<i>Section 45(1)</i>		<i>Three months before the commencement of each financial year, a board or town committee shall cause to be prepared estimates of the revenue and expenditure of a board or town committee for that year</i>
Draft UACA Regulations, 2022	<i>19 Fifth and Sixth schedules</i>	<i>Registration, accreditation, and clustering of business community within urban areas and cities</i>	<i>Guides the process for the urban boards to accredit and maintain a register updated annually of business associations operating within the specified urban area, city, municipality for the purpose of promoting consultation; to facilitate the process the business associations shall apply for accreditation as prescribed in the Fifth Schedule and Urban Board will issue a certificate of accreditation as prescribed in the Sixth Schedule once satisfied the association has meet the requirements which are proof of existence for two years, proof or registration by the competent, recognized body under the requisite law, proof of membership of at least 25% of the persons undertaking the business/economic activity under that relevant business area, active participation of its members in the management and governance of the association</i>
	<i>27</i>	<i>Promoting active citizenship and participation.</i>	<i>For purposes of promoting vibrant and active citizenship and participation in urban areas and cities, the Boards shall put in place measures to (a) map representative groups within the urban area or city; (b) set up appropriate platforms for engagement and participation; (c) empower residents through capacity development initiatives on urban development matters; and (d) set up community outreach programmes.</i>
	31(1)	<i>Citizen fora composition</i>	<i>The citizen fora shall comprise of (a) accredited neighbourhood associations in the area; (b) registered associations of the informal sector including market committees and public transport associations in the area; (c) the association</i>

			representing the private sector in the area; (d) professional associations in the area; (e) the association of business community in the area; (f) Faith Based Organizations; and (g) any other entity that the Boards or the Committees may deem necessary. . These entities may participate as clusters in their respective organizations.
	32, 33		<i>Provides for the convening of the fora, election and responsibilities of an executive committee. And the conduct of meetings</i>
Public Financial Management Act (2012)	175	<i>Budget and budget process for urban areas or cities</i>	<i>Requires urban boards involve the public in budget making processes. Provides the budget process for urban areas and cities i.e., the urban board shall prepare a strategic plan based on the IDEP consistent with the CFSP as basis for the urban budget estimates; and the public given the opportunity to participate in the process as per Second Schedule, Urban Areas and Cities (Amendment) Act, 2019</i>
Access to Information Act, 2016	Sec. 4 and 5	On Right to information and disclosure of information by public entities	The Act guarantees the right of access to information held by public entities, including county governments. It ensures transparency and accountability in the governance processes by allowing citizens to access relevant information.
Data Protection Action, 2019	Part X1 Section 72	On offences of unlawful disclosure of personal data	The Act provides outlines offences related to unlawful disclosure of personal data and information
Public private partnerships Act, No 15, 2012	Section 19 and 20	Public Private Sector partnership on Section 19 and Section 20 Sector Diagnostic Study and Assessment	Public private partnerships Act, No 15, 2012 provides for the private sector engagement and undertaking diagnostic study of the local economy on Public Private Sector partnership and Section 20 Sector Diagnostic Study and Assessment
The County Licensing (Uniform Procedures) Act 2024	Sec. 4e	Coding system	The Act provides for Counties to establish and implement a system that designates different codes for the different categories of licenses issued by that authority.
County Assembly Standing Orders	PART XXVII	Public access to the county assembly and its committees	County assemblies have their standing orders that outline the procedures and mechanisms for public participation in the legislative processes. These orders provide guidance on how the public can engage with the assembly.
Relevant local county policies and legislation			Relevant county policies, act and guidelines guiding public participation, private sector engagement, land, trade, cooperatives, investment and revenue management.

ANNEX 2: ALIGNMENT AND LINKAGE TO THE URBAN GOVERNANCE REGULATORY FRAMEWORK

<p>Private sector database, maintaining a register of accredited business association; outreach and capacity building of business associations.</p> <p>Purpose: Database on the private sector for analytical purposes; and to facilitate targeting, clustering for engagement and the implementation of relevant and targeted interventions.</p>			
Alignment to urban governance framework	Purpose	Timing	Tools
<p>UACA Draft Regulations, 2022, Regulation 19;</p> <p>Urban boards are required to accredit and maintain a register of accredited business associations for clustering of business community within urban areas and cities to facilitate engagement and service delivery</p> <p>Urban Boards are required to map representative groups within the urban area or city, set up platforms for engagement and participation and empower residents through capacity building and outreach programmes</p>	<ol style="list-style-type: none"> 1. Urban area private sector database includes administrative location, address (geo-referenced) , ownership, size, sector and industry, business activity - drawn from the county revenue department business licensing database 2. Used for analytical purposes and to cluster and convene private sector actors for engagement, planning and service delivery 	Updated annually	GIS Software; data collection surveys, KNBS data – county statistics, economic surveys, industry statistics, business license register, land registry, KNCC, business & trade & professional associations. Partnerships with data analytic companies
<p>Private sector diagnostics</p> <p>Purpose: Facilitates analysis of the local business environment, private sector needs, opportunities, and challenges and potential solutions to address bottlenecks (based on the four levers of competitive cities (World Bank, 2012</p>			
Alignment to urban governance framework	Purpose	Timing	Tools
<p>CGA, 2012, Section 104, 105</p> <p>PFMA, 2012, Section 175</p> <p>Urban boards are required to prepare an Integrated Plan, and every year prepare a strategic plan based on the IDEP consistent with the CFSP as basis for the urban budget estimates and give the public the opportunity to participate as per CGA, 2012 Second Schedule</p> <p>As planning units, they are required to collect, store and update data and information suitable for the planning process</p>	<ol style="list-style-type: none"> 1. Informs the: <ul style="list-style-type: none"> - IDEP preparation and review, annual urban strategic plan and budget estimates - city/municipality spatial & land use plans, zoning plans - departmental strategic and implementation plans. 2. Informs the county CIDP preparation and review, county spatial plan, Sector Plans, ADP and CFSP (where sector priorities and ceiling are established), Urban (& other sector) Departmental Strategic Plans and Implementation Plans, county budget estimates, implementation, monitoring and reporting: quarterly budget implementation reports, CBROP, sector reports 	<p>Every 3-5 years</p> <p>Reviewed and updated annually (through the PPD processes)</p>	
<p>Public Private Dialogue Forum – Platform for Policy Dialogue and Prioritization of Intervention</p>			

Purpose: Creates an institutional platform for virtuous, inclusive and structured dialogue to meet specific objective. Engagements focused on the four policy pillars; or sector/industry-based; or issue-based convened as required			
Alignment to urban governance framework	Purpose	Timing	Tools
<p>Urban Areas and Cities (Amendment) Act, 2019</p> <p>21, 22, Second Schedule and the Regulations, 2022</p>	<p>Urban boards are required to ensure the participation of residents in decision making and in its activities and programmes;</p> <p>To establish and institutionalize active participation of its residents in the management of the affairs of urban areas and cities</p> <p>To create citizen for a as platforms to seek and deliberate on county and national policy, legislation, plans and budgets</p> <p>Second schedule outlines rights and duties of residents of urban area in city and urban areas and requires urban areas development systems of governance, mechanisms, processes and procedure to encourage citizen participation urban residents</p>	<p>1. The PPD minutes and resolutions informs:</p> <ul style="list-style-type: none"> - urban planning and budgeting: - IDEP preparation and review, urban area annual strategic plan and budget estimates, - city/municipality spatial & land use plans, zoning plans - departmental strategic and implementation plans. - Urban area budget implementation reporting: quarterly budget implementation reports <p>2. Informs preparation and review of plans county:</p> <ul style="list-style-type: none"> - CIDP preparation and review, county spatial plan, ADP and CFSP (where sector priorities and ceiling are established), Urban (& other sector) Sector Plans, Departmental Strategic Plans and Implementation Plans, county budget estimates - County budget implementation monitoring and reporting: quarterly budget implementation reports, CBROP, sector reports 	<p>Quarterly</p> <p>Issue based convened when required</p>

Key:

ADP - Annual Development Plan

CBROP - County Budget Review and Outlook Paper

PS - Private sector

PSD – Private Sector Development

**ANNEX 3: LIST OF FIELDS ALREADY IN THE SBP APPLICATION FORM AND
ADDITIONAL FIELDS SUGGESTED.**

Field name	Capture in the SBP application	Data types
Name of business	Yes	
Business no (issued during licensing)	Yes	
Certificate of registration no	Yes	
Business ownership structure: sole proprietor, partnership, limited liability, other legal entity	No	Select from drop down list of different entity types: business name; private limited company; limited; company limited by guarantee; limited partnership; foreign company; trust; other legal entity
Gender of proprietor/majority shareholder		
Certificate of registration no	Yes	
Year of registration/incorporation	No	
Years in operation	No	Range of year: < 1 yr; 2 – 3 yrs; 4 - 5 yrs; 6 – 10 yrs; over 10 yrs
Business Permit no	No	
Date of permit issue	No	
Industry/sector (code)	Yes	Drop down list based on the KeSIC codes
Business activity (code)	Yes	Drop down list based on the KeSIC codes
Business activity description (code)	Yes	
Mailing Address: PO Box, Postal Code	Yes	
Phone number	Yes	
Email address	Yes	
Physical address	Yes	
Plot no	Yes	
County	Yes	Drop down list
City/Municipality	No	Drop down list
Sub county	No	Drop down list
Ward	No	Drop down list
Geo-location (GIS coordinates)	No	
Land zone (if any/if known)	No	Drop down list
No of employees	No	Drop down with options: Single individual/sole proprietor/trader; Less than 10 (micro); 10 – 49 (small); 50 – 250 (medium) Over 250 large
Total size of premises (m²)	No	
Property/land use data (ownership)	No	
Financial data (gross annual turnover for last year) - KES range	No	<500,000 (micro); 500,001 – 5 million (small); 5,000,001 – 100,000,000 (medium)
Business affiliation i.e., membership in trade/business/professional associations or cooperative	No	
Other licenses and permits for specific business activities	No	

ANNEX 4: SUGGESTED CALENDAR FOR TWO ANNUAL FORUMS ALIGNED TO THE URBAN BOARD PLANNING AND BUDGETING CALENDAR

PPDF sessions	Agenda items	Statutory requirements and timelines
PPDF PLENARY ONE Held by end of July	Input into preparation of Urban Integrated Development Plan (IDEP) during the first year of the board's election	Urban Board prepares and adopts an IDEP within the 1 st year of its election, which can be reviewed and amended during the board's term. It remains in force until the new plan is adopted by the succeeding committee UACA (Amendment) Act, 2019 Section 39
	Input to the annual review of IDEP	
	Review of the past FY PPDF action plan and urban board implementation report	
	Input into the urban board/urban departmental annual work plan	
PPDF PLENARY TWO Held by end of February	Mid-year review of the PPDF action plan and urban board implementation report	
	Input into city or municipality annual strategic plan	Prepared as basis for the annual budget - revenue and expenditure estimates (UACA (Amendment) Act, 2019, Section 36(1)(d)(iv) PFMA, 2012, Section 175
	Input into the urban board annual budget (revenue and expenditure) estimates	UACA (Amendment) Act, 2019, Section 20(1)(l): Prepared and submitted to the county treasury for consideration & submission to the CA for approval as part of the county appropriations bill UACA (Amendment) Act, 2019, Section 45(1): Prepared at least 3 months prior to start of FY PFMA, 2012, Section 175
AD-HOC FORUMS AS REQUIRED	Urban area spatial plans; regulatory instruments, development control, urban policy development and review	

ANNEX 5: SAMPLE RESULTS FRAMEWORK

Goal	“To secure, well-governed, competitive, and sustainable urban areas and cities that contributes to the realization of the broader national development goals articulated in the Constitution of Kenya (2010) and Vision 2030”							
Outcome	Competitive urban area which attracts and retains private sector investment and growth							
	Indicator	Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
Result/ Output 1	Organizing the private sector for effective engagement							
Activity 1.1.								
Activity 1.2.								
Result/ Output 2	Private sector diagnostic conducted to inform urban policy and planning for competitive urban areas							
Activity 2.1.								
Activity 2.2.								
Result/ Output 3	Public private dialogue forums established							
Activity 3.1.								
Activity 3.2.								
Result/ Output 4	Capacity building, outreach, communication and feedback channels established							
Activity 4.1.								
Activity 4.2.								