

BOMET MUNICIPALITY

**PRIVATE SECTOR
ENGAGEMENT
FRAMEWORK (PSEF)**

January, 2026

SHARED APPROVAL OF THE PRIVATE SECTOR ENGAGEMENT FRAMEWORK (PSEF)

This Framework for Private Sector Engagement in Urban Development is hereby approved for implementation by the Bomet Municipality and Bomet County Government. It establishes a strategic, systematic, and inclusive approach to foster meaningful partnerships between Bomet Municipality, the County Government, and the private sector. This framework aligns with Bomet Municipality, Bomet County, national development priorities and legal mandates.

We, the undersigned, affirm our commitment to championing the successful operationalization of this framework in Bomet Municipality. We recognize the vital role of private sector participation in advancing sustainable urban growth, economic resilience, and inclusive development.

Name & Title	Signature	Date
Chairperson, Bomet Municipality	(Insert digital signature here)	_____
H.E. Prof. Hillary Barchok, Governor of Bomet County	(Insert digital signature here)	_____

FOREWORD

Bomet's rapid urbanization and evolving economic landscape underscore the critical importance of structured collaboration between government institutions and the private sector. Cities and municipalities are increasingly becoming the engines of growth, innovation, and social transformation, yet they face mounting challenges in infrastructure, service delivery, and inclusivity. Addressing these challenges requires harnessing the full potential of the private sector as a partner in urban development.

The Private Sector Engagement Framework (PSEF) has been developed to institutionalize this partnership. It provides coand urban boards with a systematic, transparent, and inclusive approach to engaging private sector actors in planning, decision-making, and implementation. By establishing clear processes, dialogue platforms, and accountability mechanisms, the framework ensures that private sector expertise, capital, and innovation are effectively integrated into urban governance.

This framework is not merely a technical instrument; it represents a shared vision of vibrant, resilient, and inclusive urban centers. It reflects the County Government of Bomet's commitment to participatory governance, economic transformation, and sustainable development, as articulated in Vision 2030, the Bottom-Up Economic Transformation Agenda, and the National Urban Development Policy.

The PSEF is the product of extensive consultations with, private sector associations, civil society, and development partners. It embodies the principles of inclusivity, transparency, and accountability, ensuring that engagement processes are equitable and representative of diverse stakeholders, including informal enterprises, women, youth, and marginalized groups.

We trust that the adoption and implementation of this framework will catalyze meaningful partnerships, strengthen trust between government and private sector actors, and drive Bomet's urban development into a new era of shared prosperity. Counties and municipalities are encouraged to embrace the framework fully, institutionalize its processes, and adapt its tools to their local contexts.

Through this collective effort, Bomet will foster urban environments that are competitive, sustainable, and inclusive—urban centers that not only drive economic growth but also enhance the quality of life for all residents.

PREFACE

Bomet's urban centers are at the forefront of national development, serving as engines of economic growth, innovation, and cultural exchange. Cities such as Nairobi, Mombasa, Kisumu, and Kiambu have become critical hubs for commerce and industry, while smaller municipalities continue to play vital roles in local economic transformation. The private sector, comprising both formal and informal enterprises, is central to this urban economy. It creates jobs, generates revenue, and provides essential goods and services, thereby contributing significantly to the country's Gross Domestic Product and overall prosperity.

Despite this importance, private sector participation in urban planning and development has historically been fragmented and underutilized. Engagement has often been limited to licensing, fee collection, and regulatory compliance, with minimal involvement in decision-making processes. This has constrained opportunities for collaboration, weakened trust between government and business, and limited the potential for inclusive and sustainable urban growth.

The Private Sector Engagement Framework (PSEF) has been developed to address these gaps. It provides a systematic, transparent, and participatory approach to urban governance that leverages private sector capacities for infrastructure development, service delivery, and economic resilience. The framework is designed to institutionalize engagement processes, ensuring that private sector actors are not passive participants but active partners in shaping urban futures.

The development of this framework was informed by extensive consultations, surveys, and knowledge-sharing sessions across Bomet county and Sotik and Bomet municipalities. Stakeholders from government, private sector associations, civil society, and neighborhoods organizations contributed insights that shaped the framework's principles and components. This participatory process reflects Bomet's commitment to inclusive development and good governance, ensuring that the framework is responsive to diverse needs and realities.

The PSEF aligns with constitutional mandates, statutory requirements, and County development priorities, including CIDP, IDeP, Governors Manifesto, Vision 2030, the Bottom-Up Economic Transformation Agenda, and the National Urban Development Policy. It provides counties and urban boards with practical tools—such as business databases, diagnostics, dialogue forums, and accountability mechanisms—that enable structured and sustained engagement with private sector actors.

This document serves as a guide for Bomet county government, urban boards, and private sector stakeholders. It is intended to foster mutually beneficial partnerships that enhance urban competitiveness, inclusivity, and sustainability. By adopting and operationalizing the framework, counties will not only strengthen governance and service delivery but also unlock the full potential of Bomet's vibrant private sector in driving urban prosperity.

ACKNOWLEDGEMENT

The development of the Private Sector Engagement Framework (PSEF) has been a collaborative effort that brought together diverse institutions, stakeholders, and individuals committed to strengthening urban governance and fostering inclusive development in Bomet. This framework is the product of extensive consultation, technical expertise, and shared vision, reflecting the collective determination to institutionalize structured engagement between county governments, urban boards, and private sector actors.

The State Department of Housing and Urban Development, through its Urban Development and Urban Governance, Management and Resilience directorates, provided a model for the process. The Kenya Urban Support Program II (KUSP II) offered the Urban Institutional Grant for the municipalities to actively participate in shaping the framework

This document is therefore a testament to collective effort and shared responsibility. It embodies the spirit of partnership between County government of Bomet, private sector, and civil society, and it is our hope that its implementation will catalyze meaningful collaboration, strengthen trust, and drive Bomet's urban development agenda forward.

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Executive Summary — Bomet Municipality PSEF

Bomet Municipality's Private Sector Engagement Framework (PSEF) sets out a practical, locally-tailored approach to transform fragmented, transactional interactions between municipal authorities and businesses into sustained, trust-based partnerships that drive inclusive urban growth. Anchored in the municipality's economic strengths—tea and horticulture value chains, market trading, transport services and a large informal sector—the framework aims to align municipal planning and service delivery with private sector needs, unlock local investment, and improve the efficiency and responsiveness of public infrastructure and services.

The PSEF focuses on three immediate priorities: establishing a reliable business database to inform planning and outreach; conducting a concise private sector diagnostic to identify bottlenecks and investment opportunities; and institutionalizing regular Public-Private Dialogue Forums that feed directly into the municipal Integrated Development Plan and budgeting cycle. These measures are supported by a small, dedicated Secretariat within the Municipal Urban Board, targeted capacity building for municipal staff and business associations, and simple communication channels to ensure transparency and timely feedback.

Over a 12-month implementation horizon the framework targets tangible results: an operational business registry updated annually, two documented PPDFs with clear action points, a completed diagnostic informing short-term infrastructure priorities, and the integration of priority private sector inputs into municipal planning and budgets. By delivering early, visible wins—market upgrades, streamlined licensing steps, or pilot service contracts—the municipality will rebuild trust, encourage broader private sector participation, and create momentum for larger public-private investments.

Sustained impact depends on institutionalizing the PSEF within municipal governance and budgeting, maintaining political commitment, and demonstrating value to small and informal enterprises as well as larger anchor firms. With modest budget allocation, clear roles for the Municipal Urban Board and county departments, and active engagement from private sector associations and civil society, the PSEF will strengthen Bomet's competitiveness, expand economic opportunities for residents, and make municipal decision-making more transparent, accountable, and investment-friendly.

Chapter 1: Introduction — Bomet Municipality PSEF

Background

Bomet Municipality is undergoing a period of rapid urbanization, driven by population growth, economic diversification, and increasing demand for infrastructure and services. As the municipality evolves into a key urban Centre in the South Rift region, it faces mounting pressure to provide efficient public services, manage land use effectively, and support inclusive economic opportunities. The private sector, comprising both formal enterprises and a vibrant informal economy, plays a central role in this transformation. However, the relationship between the municipality and private actors has historically been limited to regulatory functions such as licensing and fee collection. This narrow engagement has constrained the potential for collaborative urban development and limited the municipality's ability to leverage private sector innovation and investment.

Local context for Bomet Municipality

Bomet's economy is anchored in agriculture, particularly tea production and horticulture, which provide livelihoods for a significant portion of the population. The municipality also hosts dense informal markets and roadside trading clusters that serve as economic lifelines for many residents. Transport services, including boda bodas and matatus, are integral to local commerce and influence land use patterns across the municipality. Despite this economic vibrancy, the municipality faces challenges in planning, data management, and structuring public-private partnerships. Limited institutional capacity and fragmented engagement mechanisms have hindered the development of a coherent strategy for working with the private sector.

Rationale for a municipal PSEF

The need for a Private Sector Engagement Framework (PSEF) arises from the recognition that structured collaboration with the private sector is essential for sustainable urban development. A municipal PSEF will provide a systematic approach to identify and engage key economic actors, align public investments with private sector priorities, and foster mutual trust. It will also help reduce regulatory friction, improve service delivery, and create an enabling environment for business growth. Importantly, the framework will ensure that women, youth, and informal sector participants are included in decision-making processes. By institutionalizing engagement, the municipality can better harness local capital, skills, and innovation to meet its development goals.

How this chapter informs the PSEF

This chapter establishes the foundational context for Bomet's Private Sector Engagement Framework by outlining the municipality's economic profile, governance structures, and existing engagement practices. It highlights the gaps in current interactions between the public and private sectors and underscores the need for a more strategic and inclusive approach. The insights presented here inform the design of the PSEF by identifying priority sectors, institutional challenges, and opportunities for collaboration. They also provide a baseline against which progress can be measured as the framework is implemented.

Ultimately, this chapter sets the stage for a more responsive and participatory model of urban governance.

Immediate municipal actions

To initiate the implementation of the PSEF, Bomet Municipality will undertake several immediate actions. First, a PSEF focal person will be appointed within the Municipal Urban Board to coordinate engagement activities and serve as the primary liaison with private sector stakeholders. Second, the municipality will map priority economic sectors and identify anchor firms for targeted outreach and collaboration. Third, existing municipal plans will be reviewed to identify entry points for private sector input and alignment. Finally, a concise one-page PSEF briefing will be prepared and presented to the County Executive Committee and the Urban Board within 45 days. These steps will lay the groundwork for structured, inclusive, and effective engagement moving forward. [Insert municipal focal person name and contact]

Chapter 2: Current Practice in Bomet — Bomet Municipality PSEF

Historically, engagement between Bomet Municipality and the private sector has been largely limited to regulatory and administrative functions. Municipal authorities primarily interacted with businesses through licensing procedures, fee collection, and the enforcement of market regulations. These engagements were often transactional in nature, with little emphasis on collaboration or joint planning. The private sector, particularly in the tea and horticulture value chains, operated independently, with minimal involvement in municipal decision-making processes. This approach reinforced a perception of the municipality as a regulator rather than a development partner.

In the current context, private sector engagement remains informal and fragmented. Consultations between municipal officials and business actors are typically ad hoc, often triggered by immediate operational concerns such as disputes over market space, infrastructure breakdowns, or licensing delays. While some business associations exist—such as tea growers’ cooperatives and market trader groups—their involvement in municipal planning is limited. These groups occasionally engage with the municipality, but there is no consistent platform for structured dialogue or policy input. As a result, the private sector’s contributions to urban development remain underutilized.

A significant gap in Bomet’s current practice is the absence of formalized mechanisms for structured engagement. There are no institutionalized forums where private sector actors can regularly meet with municipal officials to discuss shared priorities or co-develop solutions. Representation of informal businesses, women, and youth in existing consultations is weak or non-existent, further limiting inclusivity. Additionally, municipal officials often face difficulties in identifying legitimate representatives of the diverse private sector, which hampers efforts to build coherent partnerships and gather reliable feedback.

Trust between the municipality and private actors remains fragile. Many business owners perceive municipal processes as opaque, bureaucratic, or biased, while municipal staff often view private actors as non-compliant or self-interested. In local markets, for example, traders have expressed frustration over inconsistent enforcement of regulations and lack of consultation on infrastructure upgrades. Similarly, tea processors and aggregators have noted limited municipal support in addressing logistical challenges, despite their significant contributions to the local economy. These dynamics have created a cycle of disengagement and mutual scepticism.

Data limitations further constrain effective engagement. The municipality lacks a consolidated and up-to-date registry of local businesses, making it difficult to plan infrastructure investments, target support programmes, or assess economic trends. Without accurate data on the size, location, and sectoral distribution of businesses, municipal planning is often reactive rather than strategic. This gap is particularly

problematic in sectors like tea and horticulture, where multiple actors operate across the value chain without formal coordination or visibility.

These challenges underscore the urgent need for a systematic framework to transform transactional interactions into productive partnerships. A well-structured Private Sector Engagement Framework can provide the tools and processes necessary to build trust, improve data collection, and institutionalize inclusive dialogue. By doing so, Bomet Municipality can better align its development agenda with the needs and capacities of local businesses, ultimately fostering a more resilient and inclusive urban economy.

Chapter 3: Implementation of KUSP II in Bomet — Bomet Municipality PSEF

The Kenya Urban Support Program II (KUSP II) presents a timely and strategic opportunity for Bomet Municipality to strengthen its urban governance systems and improve service delivery. As a key national initiative, KUSP II is structured around five result areas that align closely with Bomet's development priorities: institutional strengthening, integrated planning, inclusive and resilient infrastructure, private sector engagement, and integration of refugee and host communities. These pillars provide a comprehensive framework for enhancing municipal capacity, fostering inclusive growth, and ensuring that urban development is both sustainable and participatory.

Under Result Area 1 (RA1), Bomet Municipality will focus on institutional strengthening by enhancing the capacity of the Municipal Urban Board and its technical departments. This will involve targeted training for municipal staff to improve planning, financial management, and service delivery competencies. Additional staffing will be undertaken to fill critical skill gaps, while financial management systems will be upgraded to ensure transparency, accountability, and efficiency in resource utilisation. These efforts aim to create a more responsive and capable municipal administration that can effectively implement urban development initiatives.

In line with Result Area 2 (RA2), Bomet will prioritise integrated planning by updating its Integrated Development Plan (IDeP) and Physical and Land Use Plans. These updates will incorporate climate resilience and inclusivity considerations, ensuring that urban development accommodates vulnerable populations and mitigates environmental risks. The planning process will be participatory, drawing on inputs from diverse stakeholders to align municipal priorities with community needs. This integrated approach will support the creation of well-coordinated, future-ready urban spaces.

Result Area 3 (RA3) focuses on the development of inclusive and resilient infrastructure. Bomet will invest in upgrading key markets, improving drainage systems to mitigate flooding, and enhancing public transport facilities to support mobility and economic activity. These infrastructure projects will be prioritised based on community needs, economic impact, and alignment with the updated IDeP. The municipality will also explore climate-smart designs and materials to ensure long-term sustainability and resilience to environmental shocks.

To operationalise Result Area 4 (RA4), Bomet will implement the Private Sector Engagement Framework (PSEF) through a series of structured actions. These include the establishment of a comprehensive business database to inform planning and outreach, the execution of a private sector diagnostic to identify key constraints and opportunities, and the organisation of two Public-Private Dialogue Forums (PPDFs) annually. Outputs from

these forums will be documented and integrated into the IDeP and municipal budget, ensuring that private sector perspectives are reflected in urban development priorities and resource allocation.

To meet the requirements of the Annual Program Appraisals (APA), Bomet must deliver specific outputs aligned with Minimum Condition 8 (MC8) and Performance Standard 11 (PS11). These include the implementation of the PSEF, the establishment of an up-to-date business database within four months, the completion of a private sector diagnostic within six months, and the convening of the first PPDF within three months of framework adoption. These deliverables will be synchronised with the municipal planning calendar to ensure timely integration into the IDeP and budgeting processes.

The successful implementation of KUSP II in Bomet will depend on strong coordination among municipal departments, active participation from the private sector, and sustained political commitment. For further details, stakeholders are encouraged to consult the current municipal planning documents.

Chapter 4: Legal Basis and Alignment to County Frameworks — Bomet Municipality PSEF

Kenya's national legal and policy framework provides a strong foundation for structured private sector engagement in urban governance. The Constitution of Bomet (2010) mandates public participation and inclusive development, while the County Government Act (2012) and the Urban Areas and Cities Act establish the legal basis for devolved urban governance and stakeholder involvement. The Public Finance Management Act (2012) promotes fiscal transparency and participatory budgeting, and the Access to Information Act (2016) guarantees citizens the right to access government-held information. The National Urban Development Policy (2016) further emphasises the importance of inclusive, resilient, and sustainable urban development. Together, these instruments require municipalities to engage with citizens and stakeholders, including the private sector, in planning, budgeting, and service delivery processes.

In Bomet Municipality, these national laws are operationalised through the Municipal Urban Board, which is mandated to facilitate stakeholder engagement in urban planning and development. The Board serves as the primary institution for coordinating public participation, including structured dialogue with private sector actors. By implementing the Private Sector Engagement Framework (PSEF), the Board will institutionalise mechanisms for regular consultation, ensuring that business interests are reflected in municipal priorities and that development decisions are informed by local economic realities.

The PSEF aligns with Bomet County's key planning instruments, including the County Integrated Development Plan (CIDP), Annual Development Plan (ADP), and the Municipal Integrated Development Plan (IDeP). Outputs from the PSEF—such as the private sector diagnostic, business database, and Public-Private Dialogue Forums—will provide evidence-based inputs to these plans. By integrating private sector perspectives into planning and budgeting cycles, the municipality can better prioritise infrastructure investments, streamline service delivery, and foster a more enabling business environment.

Legal and institutional responsibilities for licensing, land use, development control, and public finance are shared between the county government and the municipality. The County Department of Trade oversees business registration and licensing, while the Department of Lands and Planning manages land use and development approvals. The Municipal Urban Board coordinates local implementation of these functions and ensures alignment with county policies. The PSEF will operate within these mandates, supporting coordination and clarity of roles while promoting joint planning and accountability.

Transparency, access to information, and public participation are legal obligations under both national and county frameworks. The PSEF will operationalise these requirements by

establishing clear communication channels, publishing engagement outcomes, and ensuring that private sector stakeholders have timely access to relevant information. Public-Private Dialogue Forums will be open and inclusive, with proceedings documented and shared through municipal notice boards, websites, and other accessible platforms. These measures will help build trust, improve accountability, and strengthen the legitimacy of municipal decision-making.

Municipal staff are encouraged to reference specific county bylaws and ordinances that govern private sector engagement, licensing, and urban planning. Relevant legal instruments, should be reviewed and incorporated into the implementation of the PSEF. For legal guidance and compliance, the designated municipal legal officer will serve as the primary point of contact for all matters related to the legal framework and institutional alignment.

Chapter 5: Objective of the Framework — Bomet Municipality PSEF

The primary objective of the Private Sector Engagement Framework (PSEF) for Bomet Municipality is to institutionalise a structured, inclusive, and transparent approach to engaging the private sector in urban development. This framework is designed to transform fragmented and transactional interactions into sustained partnerships that support the municipality's long-term development goals. It provides a formal mechanism for aligning public and private interests, ensuring that the private sector becomes an active participant in shaping Bomet's urban future.

A key objective of the framework is to enhance private sector participation in urban planning and service delivery. By creating regular platforms for dialogue and consultation, the municipality will ensure that business actors have a voice in the design and implementation of development initiatives. This participatory approach will improve the relevance and responsiveness of municipal services, while also encouraging private actors to contribute ideas, expertise, and feedback.

The framework also seeks to improve alignment between municipal policies and the needs of the private sector. Through structured engagement, the municipality will gain a clearer understanding of business priorities, operational challenges, and investment drivers. This will enable the development of policies and regulations that support enterprise growth, reduce compliance burdens, and foster a more enabling business environment.

Fostering mutual trust and accountability between the municipality and private sector actors is another core objective. Transparent communication, consistent follow-up on commitments, and public disclosure of engagement outcomes will help build confidence in municipal processes. Over time, this trust will encourage greater collaboration, reduce conflict, and support a culture of shared responsibility for urban development.

The PSEF aims to leverage private sector resources, networks, and innovation to complement public investments. By identifying opportunities for co-financing, service delivery partnerships, and knowledge exchange, the municipality can expand its capacity to deliver infrastructure and services. This approach recognises the private sector not only as a beneficiary of urban development but also as a key contributor to its success.

Promoting inclusive economic growth is central to the framework, with a focus on ensuring that women, youth, and informal businesses are actively engaged. The municipality will adopt targeted outreach strategies to include these groups in dialogue processes and policy formulation. By addressing barriers to participation and creating equitable opportunities, the framework will help ensure that urban development benefits all segments of society.

Together, these objectives support measurable outcomes such as increased private sector investment, improved service delivery, and stronger municipal planning. They align directly with the Kenya Urban Support Program II (KUSP II) result areas, particularly those focused on institutional strengthening, inclusive infrastructure, and enhanced private sector engagement. Through the implementation of this framework, Bomet Municipality will be better positioned to deliver on its development mandate in a transparent, inclusive, and sustainable manner.

Chapter 6: Approach and Principles — Bomet Municipality PSEF

The Private Sector Engagement Framework (PSEF) for Bomet Municipality adopts an inclusive, evidence-based, and iterative approach to urban governance. It is designed to foster co-creation between municipal authorities and private sector actors, ensuring that development solutions are grounded in local realities. This approach emphasises the use of reliable data to inform planning, encourages regular feedback loops, and promotes adaptive learning to refine strategies over time. By embedding these principles into daily operations, the municipality aims to build a culture of collaboration, responsiveness, and continuous improvement.

Legal and Policy Alignment ensures that all engagement activities under the PSEF are consistent with Bomet’s constitutional and statutory mandates. Municipal staff will be guided by national laws such as the Constitution of Kenya (2010), the County Government Act (2012), and the Urban Areas and Cities Act, among others. This alignment provides legitimacy to the framework and ensures that private sector engagement is not only encouraged but also protected and institutionalised within the legal framework.

Purpose-Driven Engagement means that every interaction with the private sector will be guided by clear objectives and expected outcomes. Municipal staff will be trained to design and facilitate engagements that are focused, time-bound, and aligned with planning and service delivery goals. Private sector partners will be encouraged to contribute constructively, knowing that their input will be directed toward tangible improvements in the urban environment.

Inclusivity and Equity are central to the PSEF’s design, ensuring that all segments of the private sector—including women, youth, persons with disabilities, and informal businesses—have a voice in municipal decision-making. The municipality will adopt proactive outreach strategies to engage underrepresented groups and remove barriers to participation. This principle recognises that inclusive urban development requires diverse perspectives and equitable access to opportunities.

Transparency and Accountability will be upheld through open communication, clear documentation, and public reporting of engagement outcomes. Municipal staff will ensure that decisions and processes are communicated in accessible formats, and that private sector stakeholders receive timely feedback on their contributions. This transparency will help build trust and reinforce a shared commitment to responsible governance.

Sustainability is a guiding principle that ensures the long-term viability of private sector engagement mechanisms. The PSEF will be embedded within existing municipal structures and linked to planning and budgeting cycles. By institutionalising these practices and allocating dedicated resources, the municipality can ensure that engagement continues beyond political or administrative changes.

Together, the approach and guiding principles of the PSEF will shape how Bomet Municipality engages with its private sector stakeholders. They will inform the design of activities, the allocation of resources, and the evaluation of outcomes. By adhering to these principles, the municipality will foster a more inclusive, transparent, and responsive urban governance system that supports sustainable economic growth.

Chapter 7: Key Actors and Roles — Bomet Municipality PSEF

Effective implementation of the Private Sector Engagement Framework (PSEF) in Bomet Municipality requires clear definition of the key actors and their respective roles. Establishing structured responsibilities ensures accountability, promotes coordination, and enhances the efficiency of engagement processes. By identifying who does what, the municipality can foster stronger partnerships, streamline decision-making, and align efforts across public, private, and civil society stakeholders.

The Municipal Urban Board serves as the lead institution for implementing the PSEF. It is responsible for overall coordination, strategic oversight, and ensuring that private sector engagement is embedded within municipal planning and service delivery. The Board will convene regular meetings to review progress, approve engagement activities, and provide guidance on aligning the framework with county development priorities. Its leadership is critical in mobilising political support and institutionalising the PSEF within municipal governance structures.

The PSEF Secretariat, housed within the Municipal Urban Board, will manage the day-to-day operations of the framework. This includes organising dialogue forums, maintaining the business database, coordinating stakeholder outreach, and preparing monitoring and evaluation reports. The Secretariat will act as the central liaison between the municipality and private sector actors, ensuring timely communication, documentation of outcomes, and follow-up on agreed actions. It will also support data collection and analysis to inform planning and policy decisions.

County Executive Departments, particularly those responsible for Trade, Lands, Planning, and Finance, will provide technical support and ensure policy alignment. These departments will contribute expertise in areas such as licensing, land use planning, infrastructure development, and budgeting. Their involvement will help integrate private sector perspectives into county policies and ensure that engagement activities are consistent with broader development frameworks. Close collaboration between the municipality and county departments is essential for coherent and effective implementation.

Private sector associations representing key economic sectors such as tea, horticulture, transport, and market trading will play a vital role in the PSEF. These associations will contribute sector-specific insights, mobilise their members to participate in dialogue forums, and provide feedback on municipal policies and services. Their engagement will help ensure that the framework reflects the realities of doing business in Bomet and supports the growth of local enterprises. The municipality will work to strengthen relationships with these associations and encourage their active participation.

Micro, Small and Medium Enterprises (MSMEs) and informal sector representatives are essential to ensuring that the PSEF is inclusive and responsive to the needs of all business

actors. These groups often face barriers to participation and may lack formal representation, yet they constitute a significant portion of Bomet's economy. The municipality will adopt targeted outreach strategies to engage these stakeholders, gather their input, and address their concerns. Their involvement will help shape policies that are equitable and supportive of grassroots economic activity.

Civil society organisations will support the PSEF by promoting transparency, accountability, and capacity building. These organisations can facilitate community engagement, monitor implementation progress, and provide training to both municipal staff and private sector actors. Their independent perspective will help ensure that the framework remains inclusive and responsive to the needs of marginalised groups. Collaboration with civil society will also enhance the credibility and legitimacy of the engagement process.

Development partners will offer technical assistance, capacity building, and financial support to strengthen the implementation of the PSEF. Their contributions may include funding for dialogue forums, support for data systems, and expertise in public-private partnerships. The municipality will coordinate with development partners to align support with local priorities and ensure sustainability of interventions. Leveraging these partnerships will enhance the impact and reach of the framework.

Coordination among all actors will be facilitated through a PSEF Steering Committee, comprising representatives from the Municipal Urban Board, county departments, private sector associations, civil society, and development partners. This committee will oversee implementation, review progress, and provide strategic direction. Working groups may be established to focus on specific themes such as infrastructure, planning, or MSME development. Information-sharing will be supported through regular reporting, digital platforms, and public forums.

Chapter 8: Benefits of Adopting the PSEF — Bomet Municipality PSEF

Adopting the Private Sector Engagement Framework (PSEF) offers Bomet Municipality a transformative opportunity to redefine its approach to urban development. By moving from fragmented, transactional interactions to structured and inclusive partnerships, the municipality can unlock the full potential of its private sector. The PSEF provides a clear roadmap for aligning municipal planning with business needs, fostering mutual trust, and creating a more responsive and resilient urban environment.

Economically, the PSEF positions Bomet as a more attractive destination for private investment by improving the predictability and transparency of municipal processes. A better business environment, supported by streamlined licensing, reliable infrastructure, and responsive governance, encourages both local and external investors to commit resources. This, in turn, stimulates job creation across key sectors such as agriculture, trade, and transport, contributing to broader economic growth and poverty reduction.

Socially, the framework promotes inclusive development by ensuring that marginalised groups—particularly women, youth, and informal sector actors—are actively engaged in municipal decision-making. Through targeted outreach and participatory forums, the PSEF creates space for diverse voices to influence policies and projects. This inclusivity enhances social cohesion and ensures that the benefits of urban development are equitably shared across all segments of the population.

From a governance perspective, the PSEF strengthens transparency and accountability within municipal institutions. By institutionalising regular dialogue with the private sector and civil society, the municipality demonstrates its commitment to open government and participatory planning. These practices build citizen trust, reduce conflict, and enhance the legitimacy of municipal decisions, laying the foundation for more effective and democratic governance.

In terms of service delivery, the PSEF enables the municipality to better align infrastructure investments and public services with the actual needs of businesses and communities. By incorporating private sector feedback into planning processes, the municipality can prioritise projects that have the greatest economic and social impact. This results in more efficient use of public resources and improved outcomes for residents and enterprises alike.

Collectively, these benefits enhance Bomet Municipality's competitiveness and support its transition into a dynamic, inclusive, and sustainable urban centre. The PSEF serves not only as a tool for engagement but also as a catalyst for long-term development, positioning the municipality to meet the aspirations of its citizens and contribute meaningfully to national growth objectives.

Chapter 9: Components of the PSEF

The Private Sector Engagement Framework (PSEF) is built upon several interrelated components that together form the foundation for effective collaboration between urban boards and private sector actors. These components are designed to institutionalize engagement, strengthen trust, and ensure that private sector contributions are systematically integrated into urban planning and development processes.

The first component is the establishment of a private sector database for urban boards. This database provides a comprehensive profile of businesses operating within each urban area, enabling boards to understand the composition, scale, and distribution of enterprises. By drawing on existing county revenue records, licensing systems, and chambers of commerce, urban boards can create a reliable repository of information that supports targeted engagement. The database must be standardized, using frameworks such as the Kenya Standard Industrial Classification (KeSIC), to ensure uniformity and comparability across Bomet County. It should also be geo-referenced and updated annually, with strict adherence to data protection and privacy laws. Once operational, the database becomes a vital tool for outreach, dialogue, and evidence-based planning.

The second component is the private sector diagnostic. This diagnostic process allows urban boards to assess the local business environment, identify constraints, and highlight opportunities for growth. It involves surveys, consultations, and analysis of institutional, infrastructural, and regulatory conditions. By applying tools such as the World Bank's Toolkit for Competitive Bomet County, boards can evaluate the effectiveness of local institutions, the adequacy of infrastructure, the availability of skills, and the accessibility of finance. Diagnostics provide a baseline for understanding the strengths and weaknesses of the local economy, and their findings must be made public to inform dialogue and policymaking. They also serve as inputs into Integrated Development Plans (IDePs), annual urban strategies, and budgets, ensuring that private sector realities are embedded in planning cycles.

The third component is the creation of Public-Private Dialogue Forums (PPDFs). These forums provide structured platforms where urban boards, private sector representatives, civil society, and other stakeholders can deliberate on priorities and propose interventions. Dialogue forums must be inclusive, bringing together both formal and informal businesses, accredited associations, cooperatives, and special interest groups such as women, youth, and persons with disabilities. Accreditation of associations is critical to ensure legitimacy and credibility, and urban boards are expected to maintain registers of accredited organizations. PPDFs should be convened at least twice annually, aligned with county planning and budgeting calendars, and their resolutions must feed directly into urban development plans, zoning regulations, and budget estimates. The forums also establish feedback loops, enabling continuous learning, accountability, and adaptive management.

The fourth component is capacity building and outreach. Urban boards must invest in strengthening both their own institutional capacity and that of private sector actors. For

boards, this involves training staff, equipping offices with modern tools, and developing competencies in data management, negotiation, and stakeholder coordination. For the private sector, capacity building entails raising awareness of governance processes, training associations in leadership and representation, and providing tools for effective participation. Outreach activities should target marginalized groups and informal enterprises, ensuring that engagement is inclusive and equitable.

The fifth component is the establishment of communication and feedback channels. Engagement cannot succeed without clear, accessible, and continuous communication between boards and private sector actors. Urban managers must oversee the dissemination of information through websites, portals, and public notices, ensuring that updates on dialogue forums, diagnostics, and policy decisions are readily available. Feedback mechanisms must be two-way, allowing businesses to raise concerns, propose solutions, and monitor the implementation of agreed actions.

The sixth and final component is the institutional arrangements and resource framework. Effective engagement requires clear roles, responsibilities, and coordination mechanisms. Urban boards must designate champions and secretariats to manage engagement activities, supported by urban managers who act as facilitators and coordinators. Adequate financial and human resources must be allocated within annual budgets to sustain engagement activities, including meetings, surveys, and capacity-building programs. Coordination across county departments and collaboration with external partners such as chambers of commerce, investment authorities, and development agencies is essential to ensure coherence and efficiency.

Together, these components form a coherent framework that enables urban boards to organize the private sector, understand its needs, engage it in structured dialogue, build its capacity, maintain continuous communication, and institutionalize collaboration through robust arrangements and resources. By operationalizing these components, Bomet County and municipalities can foster competitive, inclusive, and resilient urban economies that harness the full potential of private sector innovation, investment, and expertise.

Chapter 10: Enablers for Effective and Sustained Private Sector Engagement

The success of the Private Sector Engagement Framework (PSEF) depends on the presence of strong enablers that ensure its effective and sustained implementation. These enablers provide the institutional, political, financial, and technical foundations necessary for urban boards and county governments to foster meaningful collaboration with the private sector.

A critical enabler is policy commitment and accountability. Adoption of the framework by county executives and its anchoring in county policy and legal instruments ensures that private sector engagement is not treated as an ad hoc activity but as a structured and institutionalized process. Embedding the framework within county planning and budgeting cycles guarantees that engagement outcomes are integrated into official strategies, programs, and budgets. Clear roles, responsibilities, and performance indicators must be established, with accountability mechanisms embedded in county performance contracts and urban board mandates.

Institutional commitment is equally important. High-level political leadership must champion the framework, allocate predictable resources, and hold stakeholders accountable for results. Urban boards must demonstrate ownership of the process, delegating responsibilities to urban managers and supporting them with adequate authority and resources. Without institutional buy-in, engagement risks being fragmented and unsustainable.

Collaboration mechanisms between county departments and urban boards are another key enabler. Effective collaboration allows for the sharing of data, resources, and technical expertise, ensuring seamless implementation. For example, harmonized database structures across county departments and revenue boards facilitate data aggregation and improve engagement not only for urban planning but also for broader county functions.

Partnerships with external actors such as chambers of commerce, investment authorities, and development agencies strengthen the framework by providing outreach, capacity building, diagnostic surveys, and research support. These partnerships allow Bomet County to leverage external expertise, resources, and networks, thereby enhancing the credibility and effectiveness of engagement processes.

Adequate resourcing is essential. Bomet County must allocate sufficient financial and human resources to support engagement activities, including dialogue forums, diagnostics, and capacity-building programs. Skilled staff with competencies in data management, negotiation, communication, and economic analysis are required to manage the complex processes of private sector engagement.

Technology and innovation also play a pivotal role. Investment in digital tools for data management, mapping, and analytics enhances the ability of urban boards to make evidence-based decisions. Geographic Information Systems (GIS) and advanced data visualization tools allow boards to identify trends, cluster businesses, and plan

interventions more effectively. Communication technologies, including online portals and feedback platforms, ensure continuous and inclusive dialogue with the private sector.

Transparency and accountability underpin all engagement efforts. Clear goals, measurable targets, and robust monitoring frameworks must be established. Public disclosure of processes, decisions, and outcomes fosters trust and confidence among stakeholders. Two-way communication channels ensure that private sector actors can provide feedback and monitor the implementation of agreed actions.

Inclusivity and representation are vital enablers. Engagement processes must ensure diverse participation, including women, youth, persons with disabilities, refugees, and informal sector actors. Guidelines such as the two-thirds gender rule must be observed, and outreach strategies must be designed to avoid information asymmetry and ensure equitable access to opportunities.

Finally, capacity building is a continuous enabler. Both urban boards and private sector actors require training, tools, and resources to participate effectively. Boards must strengthen their institutional capacity, while private sector associations and clusters must be equipped with governance structures, leadership skills, and knowledge of urban planning processes.

Together, these enablers create a supportive environment for sustained private sector engagement. By institutionalizing commitment, fostering collaboration, leveraging partnerships, investing in technology, ensuring transparency, promoting inclusivity, and building capacity, Bomet County and urban boards can transform engagement into a driver of competitive, resilient, and inclusive urban economies.

Chapter 11: Challenges, Risks and Mitigation Strategies

The implementation of the Private Sector Engagement Framework (PSEF) is not without challenges. Urban boards and county governments must anticipate potential risks and design mitigation strategies to ensure that engagement remains effective, inclusive, and sustainable.

One of the foremost challenges is institutional resistance and weak political commitment. In some Bomet County, private sector engagement may be perceived as threatening existing power structures or as an additional burden on already stretched institutions. Without strong political leadership and clear accountability mechanisms, engagement risks being tokenistic or inconsistent. To mitigate this, Bomet County must embed the framework within legal and policy instruments, ensure high-level champions drive the process, and establish performance indicators that hold institutions accountable for results.

Another challenge lies in resource constraints. Many urban boards operate with limited financial and human resources, making it difficult to sustain dialogue forums, maintain databases, or conduct diagnostics. This can lead to fragmented or irregular engagement. Mitigation requires Bomet County to allocate predictable funding within annual budgets, leverage partnerships with development agencies and chambers of commerce, and invest in capacity building for staff and private sector associations.

Data management and information asymmetry also pose risks. Inadequate or outdated business databases undermine evidence-based planning and weaken trust between boards and private sector actors. Similarly, lack of transparency in communication can alienate stakeholders. To address this, Bomet County must invest in modern data systems, ensure annual updates of business registries, and establish open communication channels that allow for continuous feedback and disclosure of decisions.

Inclusivity remains a persistent challenge. Engagement processes often favor formal businesses and established associations, leaving out informal enterprises, women, youth, and marginalized groups. This creates inequities and undermines the legitimacy of engagement outcomes. Mitigation strategies include proactive outreach, accreditation of diverse associations, observance of inclusivity guidelines such as the two-thirds gender rule, and deliberate efforts to integrate informal sector voices into dialogue forums.

Mistrust between government and private sector actors is another risk. Historical adversarial relationships, characterized by licensing disputes and fee collection, continue to shape perceptions. Overcoming this requires building trust through transparency, consistent dialogue, and demonstration of tangible outcomes from engagement. Bomet County must ensure that dialogue resolutions are incorporated into planning documents and budgets, and that private sector contributions are acknowledged and acted upon.

External shocks, such as economic downturns, political instability, or climate-related disasters, can disrupt engagement processes. These shocks may divert resources, weaken

institutional focus, or reduce private sector participation. Mitigation involves embedding resilience into engagement processes, integrating climate and risk considerations into diagnostics, and ensuring flexibility in planning and budgeting cycles to adapt to changing circumstances.

Finally, sustainability of engagement is a long-term challenge. Without institutionalization, engagement risks fading once donor support or political interest wanes. To mitigate this, Bomet County must mainstream engagement into statutory processes, align it with national development priorities, and ensure that it is supported by predictable resources and strong institutional arrangements.

In summary, while challenges and risks are inevitable, proactive mitigation strategies can safeguard the integrity and sustainability of the PSEF. By addressing institutional resistance, resource constraints, data gaps, inclusivity issues, mistrust, external shocks, and sustainability concerns, Bomet County and urban boards can transform engagement into a resilient and credible driver of urban development.

Chapter 12: Performance and Accountability Framework

The effectiveness of the Private Sector Engagement Framework (PSEF) depends on a robust performance and accountability system that ensures transparency, consistency, and measurable outcomes. This framework provides the mechanisms through which Bomet County and urban boards can monitor progress, evaluate impact, and hold stakeholders accountable for their roles in fostering private sector participation in urban development.

Performance monitoring begins with the establishment of clear indicators aligned to the objectives of the PSEF. These indicators must measure both processes and outcomes, including the number of private sector actors engaged, the frequency and quality of dialogue forums, the comprehensiveness of diagnostics conducted, and the extent to which private sector inputs are integrated into Integrated Development Plans (IDePs) and annual budgets. Indicators should also capture inclusivity, ensuring that women, youth, persons with disabilities, and informal enterprises are represented in engagement processes.

Accountability is reinforced through annual reporting requirements. Urban boards must prepare and disclose reports detailing engagement activities, outcomes of dialogue forums, updates to business databases, and findings from diagnostics. These reports should be shared with county assemblies, the Council of Governors, and the public, thereby fostering transparency and building trust between government and private sector actors. Public disclosure also allows stakeholders to monitor whether commitments made during dialogue forums are being implemented.

Independent appraisals form another critical element of accountability. The Kenya Urban Support Program II (KUSP II) mandates Annual Program Appraisals (APAs) to assess compliance with minimum conditions and performance standards. For example, *Bomet County must demonstrate that they have updated business enterprise databases annually, convened at least two public-private dialogue forums, and incorporated private sector inputs into urban development plans. Failure to meet these conditions may affect access to program funding and technical support, thereby incentivizing compliance.*

Feedback mechanisms are integral to the accountability framework. Urban boards must establish channels through which private sector actors can raise concerns, provide suggestions, and monitor the implementation of agreed actions. These mechanisms ensure two-way communication and allow for adaptive management, where policies and processes are refined based on stakeholder input.

Capacity building also plays a role in performance and accountability. Training urban board staff and private sector representatives in monitoring and evaluation, data management, and reporting strengthens institutional capacity to deliver on commitments. Bomet County must allocate resources to support these functions, ensuring that accountability is not undermined by weak institutional capacity.

Finally, the performance and accountability framework must be anchored in Bomet's legal and policy environment. Compliance with constitutional provisions on public participation, statutory requirements under the Urban Areas and Cities Act, and financial transparency obligations under the Public Finance Management Act ensures that engagement processes are not only effective but also legally enforceable.

In summary, the performance and accountability framework transforms the PSEF from a policy document into a living instrument of governance. By establishing clear indicators, enforcing reporting requirements, conducting independent appraisals, fostering feedback mechanisms, building capacity, and aligning with legal mandates, Bomet County and urban boards can ensure that private sector engagement is transparent, measurable, and impactful. This framework builds trust, strengthens collaboration, and drives the realization of vibrant, inclusive, and resilient urban economies.

Chapter 13: PSEF Considerations for Sustainability

For the Private Sector Engagement Framework (PSEF) to achieve long-term impact, sustainability must be embedded into its design and implementation. Sustainability ensures that engagement processes remain relevant, inclusive, and effective beyond the initial program cycle, creating lasting partnerships between urban boards, county governments, and private sector actors.

A key consideration for sustainability is institutionalization. Engagement mechanisms must be anchored within county laws, policies, and planning frameworks to prevent them from being treated as temporary or donor-driven initiatives. By embedding dialogue forums, diagnostics, and business databases into statutory processes such as Integrated Development Plans (IDePs) and annual budgets, Bomet County guarantee continuity and resilience of engagement practices.

Financial sustainability is equally critical. Bomet County must allocate predictable resources within their annual budgets to support engagement activities, including dialogue forums, database updates, and capacity-building programs. Reliance on external funding alone risks undermining continuity once donor support ends. Bomet County should therefore explore diversified financing models, including partnerships with chambers of commerce, private sector associations, and development agencies, to supplement public resources.

Capacity development forms another pillar of sustainability. Urban boards and private sector actors must continuously strengthen their institutional and technical capacities to engage effectively. This includes training staff in data management, negotiation, and monitoring, as well as equipping private sector associations with governance structures and leadership skills. Sustained capacity building ensures that engagement processes remain credible and adaptive to emerging challenges.

Inclusivity must also be safeguarded for sustainability. Engagement processes must consistently integrate diverse voices, including informal enterprises, women, youth, persons with disabilities, and marginalized groups. Sustainable engagement requires deliberate outreach strategies, accreditation of diverse associations, and adherence to inclusivity guidelines such as the two-thirds gender rule. By ensuring equitable representation, Bomet County foster legitimacy and long-term trust in engagement outcomes.

Technology and innovation play a vital role in sustaining engagement. Investment in digital platforms for data management, communication, and feedback enhances efficiency and transparency. Online portals, geo-referenced business databases, and digital dialogue platforms ensure that engagement remains accessible, cost-effective, and adaptable to changing circumstances.

Finally, sustainability requires resilience to external shocks. Bomet County must integrate climate change, economic volatility, and political transitions into their planning and

engagement processes. By embedding risk management and adaptive strategies into diagnostics and dialogue forums, Bomet County ensure that engagement remains relevant and responsive even in times of uncertainty.

In summary, sustainability of the PSEF depends on institutionalization, financial commitment, continuous capacity development, inclusivity, technological innovation, and resilience. By embedding these considerations into county governance structures, urban boards and private sector actors can transform engagement into a permanent driver of competitive, inclusive, and resilient urban economies.

Chapter 14: References

The Private Sector Engagement Framework (PSEF) is grounded in Bomet's constitutional, legal, and policy environment, as well as in international best practices on urban governance and private sector participation. Its development drew upon a wide range of legislative instruments, policy documents, and research studies that provide the foundation for structured, inclusive, and transparent engagement between county governments, urban boards, and private sector actors.

At the national level, *the Constitution of Kenya (2010)* establishes the principles of public participation, transparency, and accountability, which underpin the framework. *The County Government Act (2012)* provides for participatory governance and recognizes the role of private sector actors in county development. *The Urban Areas and Cities Act (2011, amended in 2019)* mandates urban boards to facilitate citizen forums and ensure representation of private sector stakeholders in urban management. *The Public Finance Management Act (2012)* emphasizes participatory budgeting and financial transparency, while *the Access to Information Act (2016)* guarantees openness and accountability in governance processes.

Policy alignment is further reinforced by *the National Urban Development Policy (2016)*, which highlights the importance of vibrant urban economies, infrastructure, governance, and climate resilience. Kenya's Vision 2030 and the Kenya Kwanza Bottom-Up Economic Transformation Agenda (BETA) position private sector-led growth as central to national development ambitions. *The Fourth Medium-Term Plan (MTP IV, 2023–2027)* emphasizes reforms to the business environment, investment attraction, and climate resilience, all of which are reflected in the PSEF.

The framework also draws upon sector-specific legislation and institutions, including *the Micro and Small Enterprises Authority Act (2012)*, which coordinates MSME development, and the Kenya Standard Industrial Classification (KeSIC), which provides a standardized approach to categorizing businesses. These instruments ensure that private sector engagement is structured, evidence-based, and inclusive of both formal and informal enterprises.

Internationally, the PSEF is informed by global best practices in public-private dialogue and urban governance, including the World Bank's Toolkit for Competitive Counties and comparative studies on participatory urban planning. These references provide tested methodologies for diagnostics, dialogue forums, and institutional arrangements, ensuring that Bomet's framework is aligned with international standards while tailored to local realities.

In addition, the Model acknowledges framework's contributions from research institutions such as the Bomet Institute for Public Policy Research and Analysis (KIPPR), whose economic reports provide insights into the role of private sector actors in national and urban economies. The Council of Governors, the World Bank, and private sector associations such as KEPSA and KAM also provided critical input during

consultations, ensuring that the framework reflects diverse perspectives and practical experiences.

Together, these references to a model form the intellectual and legal foundation of the PSEF. They ensure that the framework is not only compliant with Bomet's constitutional and statutory mandates but also aligned with national development priorities and international best practices. By grounding engagement in these references, counties and urban boards can implement the framework with confidence, legitimacy, and sustainability.

Chapter 15: Annexes

The annexes provide supplementary material that supports the operationalization of the Private Sector Engagement Framework (PSEF). They serve as practical tools, reference points, and illustrative examples that counties and urban boards can adapt to their specific contexts. By consolidating relevant legislation, aligning engagement processes with governance frameworks, and offering sample instruments, the annexes ensure that the framework is both actionable and replicable across diverse urban settings.

Annex 01 presents a summary of the relevant legislation. This annex outlines the constitutional, statutory, and policy instruments that underpin private sector engagement in urban governance. It highlights provisions from the Constitution of Bomet (2010), the County Government Act (2012), the Urban Areas and Cities Act (2011, amended in 2019), the Public Finance Management Act (2012), and the Access to Information Act (2016). Together, these laws establish the legal mandate for participatory governance, transparency, and accountability, ensuring that private sector actors are formally recognized as partners in urban development.

Annex 02 provides an overview of alignment and linkage to the urban governance regulatory framework. It demonstrates how the PSEF integrates with existing county planning and budgeting processes, including Integrated Development Plans (IDePs), Physical and Land Use Plans, and annual county budgets. This annex emphasizes the importance of harmonizing private sector engagement with statutory instruments to avoid duplication and ensure coherence in urban governance.

Annex 03 lists the fields already included in the Small Business Permit (SBP) application form and suggests additional fields to strengthen data collection. By expanding the scope of information captured during business registration, counties can build more comprehensive databases that support diagnostics and dialogue. Suggested fields include business sector classification, employment figures, gender representation, and environmental compliance. These additions enhance the ability of urban boards to understand the composition and needs of local enterprises.

Annex 04 proposes a calendar for two annual public-private dialogue forums aligned to the urban board planning and budgeting cycle. This annex provides a practical schedule that ensures dialogue outcomes are integrated into county plans and budgets. By institutionalizing regular forums, counties create predictable opportunities for private sector actors to contribute to decision-making, thereby fostering trust and accountability.

Annex 05 offers a sample results framework. This annex illustrates how counties can monitor and evaluate the effectiveness of private sector engagement. It includes indicators, baselines, targets, and means of verification, ensuring that engagement processes are measurable and outcomes are tracked. The sample framework emphasizes inclusivity, transparency, and responsiveness, providing counties with a template that can be adapted to local conditions.

Together, these annexes transform the PSEF from a conceptual framework into a practical toolkit. They provide counties and urban boards with the legal references, alignment mechanisms, data instruments, dialogue schedules, and monitoring tools necessary to operationalize private sector engagement. By utilizing these annexes, counties can ensure that engagement processes are legally grounded, systematically implemented, and continuously evaluated, thereby fostering sustainable and inclusive urban development. Prose style so they are ready for direct inclusion?