



**COUNTY GOVERNMENT OF MARSABIT
MARSABIT MUNICIPALITY**



**PRIVATE SECTOR ENGAGEMENT FRAMEWORK
(PSEF)**

Prepared Under the Kenya Urban Support Program II (KUSP II)
Result Area 4: Private Sector Engagement

County Government:

Marsabit County Government

Urban Area:

Marsabit Municipality

Program:

KUSP II – Urban Development
Grant

Version:

1.0 – 2024/2025

Prepared By:

Marsabit Municipal Board /
Urban Manager

Date:

February 2025

List of Abbreviations

Abbreviation	Full Form
APA	Annual Performance Appraisal
BDS	Business Development Services
CECM	County Executive Committee Member
CG	County Government
CPCT	County Project Coordination Team
CSO	Civil Society Organization
GIS	Geographic Information System
IDEP	Integrated Development Plan
ICT	Information and Communications Technology
KeSIC	Kenya Standard Industrial Classification
KUSP II	Kenya Urban Support Program II
MDA	Ministry, Department or Agency
MSME	Micro, Small and Medium Enterprise
NGO	Non-Governmental Organization
NPCT	National Project Coordination Team
PPD	Public-Private Dialogue
PPDF	Public-Private Dialogue Forum
PSEF	Private Sector Engagement Framework
PWD	Persons with Disabilities
RA	Result Area
SBP	Single Business Permit
SDHUD	State Department of Housing and Urban Development
SME	Small and Medium Enterprise
SWOT	Strengths, Weaknesses, Opportunities, Threats
UB	Urban Board
UACA	Urban Areas and Cities Act
UDG	Urban Development Grant

Executive Summary

This Private Sector Engagement Framework (PSEF) has been developed by Marsabit Municipal Board in fulfilment of the Kenya Urban Support Program II (KUSP II) minimum conditions under Result Area 4. It provides a structured, institutionalized approach to engaging the private sector in urban planning, development, and governance within Marsabit Municipality. The framework has been developed in alignment with the KUSP II Toolkit, the World Bank Toolkit for Competitive Counties in Kenya, the Urban Areas and Cities Act (UACA) 2011 (Amended 2019), and other relevant national and county policy frameworks.

Marsabit Municipality, located in Marsabit County in northern Kenya, is a growing urban centre with significant economic potential rooted in trade, livestock, tourism, and renewable energy. The town serves as a commercial and administrative hub for communities across the surrounding arid and semi-arid landscape. Despite this potential, the private sector operates in a challenging environment characterized by limited infrastructure, constrained access to finance, skills mismatches, and underdeveloped regulatory and institutional systems.

This PSEF establishes three core operational pillars that will guide structured engagement between the Marsabit Municipal Board and the private sector:

- Pillar 1: A Private Sector Database — a comprehensive, geocoded registry of businesses operating within the municipality.
- Pillar 2: A Private Sector Diagnostic — an evidence-based analytical framework assessing the business environment across four policy levers: Institutions and Regulations; Infrastructure and Land; Skills and Innovation; and Enterprise Support and Finance.
- Pillar 3: A Public-Private Dialogue Forum (PPDF) — a formal, structured platform for regular, purposeful engagement between the board, private sector actors, civil society, and other stakeholders.

The framework defines the institutional roles and responsibilities of the County Government, the County Project Coordination Team (CPCT), the Municipal Board, and the Urban Manager. It sets out timelines aligned to KUSP II Annual Performance Appraisals, a monitoring and evaluation framework, and resource requirements. Upon adoption by the County Executive Committee and the Municipal Board, this PSEF will be operationalized immediately, with phased implementation across financial years 2024/25 and 2025/26.

The PSEF is designed to ensure that private sector knowledge, expertise, and investment are systematically integrated into the preparation of Marsabit's Integrated Development and Economic Plan (IDEP), annual work plans, budgets, land use plans, and regulatory instruments. This will strengthen the competitiveness of Marsabit Municipality as an inclusive, resilient, and economically dynamic urban centre.

1. Introduction

1.1 Background

Marsabit Municipality is located in Marsabit County in the northern frontier region of Kenya. The municipality serves as the county headquarters and the primary commercial, administrative, and service centre for one of Kenya's largest but sparsely populated counties. It is strategically positioned along the Moyale Corridor — the Trans-African Highway linking Kenya and Ethiopia — which offers significant cross-border trade and investment opportunities. The municipality's economy is anchored in livestock trade, retail commerce, small-scale manufacturing, tourism to Marsabit National Park, and the growing renewable energy sector, given the county's high wind and solar energy potential.

Despite these opportunities, Marsabit Municipality faces significant urban development challenges. Infrastructure deficits — including inadequate road networks, unreliable water supply, limited electricity connectivity, and poor solid waste management — constraint business operations. Access to affordable finance remains out of reach for most Micro, Small, and Medium Enterprises (MSMEs). Regulatory processes for business registration and licensing are perceived as cumbersome and non-transparent. Skills gaps in technical and entrepreneurial fields limit productivity and innovation. These structural constraints reduce the municipality's competitiveness and its attractiveness as a destination for private investment.

The Kenya Urban Support Program II (KUSP II), financed by the World Bank, supports county governments and urban boards to strengthen urban governance, planning, and service delivery. Under Result Area 4 (RA4), KUSP II requires participating urban areas to establish and operationalize a Private Sector Engagement Framework (PSEF) as a performance standard for accessing Urban Development Grants (UDG). This PSEF has been developed by Marsabit Municipal Board to meet this requirement and, more fundamentally, to create a lasting institutional mechanism for structured, productive engagement with the private sector.

1.2 Purpose and Objectives of the PSEF

The Private Sector Engagement Framework seeks to:

1. Establish a formal, institutionalized mechanism for continuous, structured engagement between the Marsabit Municipal Board and private sector actors operating within the municipality.
2. Build a comprehensive, up-to-date database of private sector entities operating within the municipality to inform targeted engagement and evidence-based planning.
3. Facilitate a rigorous private sector diagnostic to understand the local business environment, identify constraints and opportunities, and define priority interventions.
4. Operationalize a Public-Private Dialogue Forum (PPDF) as a platform for inclusive, purpose-driven dialogue that informs urban planning, investment prioritization, and policy development.
5. Strengthen the capacity of the Municipal Board, urban administration, private sector actors, and business associations to engage productively in urban governance processes.

6. Ensure private sector inputs are meaningfully integrated into the Integrated Development and Economic Plan (IDEP), annual plans, budgets, land use plans, and regulatory instruments.
7. Position Marsabit Municipality as a competitive, inclusive, and resilient urban centre that attracts and sustains private investment.

1.3 Scope

This framework applies to all formal and informal private sector entities operating within the administrative jurisdiction of Marsabit Municipality. It covers the full range of economic sectors active in the municipality, including: retail and wholesale trade, livestock and agribusiness, hospitality and tourism, transport and logistics, construction and real estate, health and education services, ICT and communications, and renewable energy. The framework also encompasses business associations, professional bodies, cooperatives, and informal sector groupings operating within the municipality.

1.4 Legal and Policy Framework

This PSEF has been developed in compliance with the following legal and policy frameworks:

- Urban Areas and Cities Act (UACA) No. 13 of 2011 (Amended 2019) — Sections 21, 22, and the Second Schedule governing public participation and private sector engagement.
- County Governments Act, 2012 — provisions on public participation and citizen engagement.
- Kenya Constitution, 2010 — Article 174 on objects of devolution; Article 232 on values and principles of public service including participation.
- Micro and Small Enterprises Act, 2012 — framework for MSME development.
- Access to Information Act, 2016 and Data Protection Act, 2019 — governing data management and public access to information.
- Marsabit County Integrated Development Plan (CIDP) 2023–2027 — county-level development priorities.
- KUSP II Program Operations Manual (POM) — performance framework, minimum conditions, and eligible expenditure guidelines.
- World Bank Toolkit for Competitive Counties in Kenya, 2022 — analytical framework for private sector diagnostics.

2. Situational Analysis of Marsabit Municipality

2.1 Geographic and Demographic Context

Marsabit Municipality is situated at an elevation of approximately 1,340 metres above sea level within Marsabit County, which covers an area of approximately 70,961 square kilometres — making it the largest county in Kenya by land area. The municipality sits within a forested highland oasis surrounded by arid lowlands and is home to a diverse population comprising Borana, Gabra, Rendille, Burji, Samburu, and other communities. The population of Marsabit Municipality is estimated at approximately 80,000–100,000 residents, with significant seasonal variation due to the mobility of pastoralist communities.

The municipality serves as the county headquarters and a regional commercial hub. Its strategic location on the A2 highway (Trans-African Highway) connecting Nairobi to Addis Ababa via Moyale makes it a critical node for cross-border trade, transit logistics, and regional commerce. The completion of the Moyale border crossing road has significantly improved connectivity and created new commercial opportunities.

2.2 Economic Overview

The local economy is characterized by:

Economic Sector	Description	Significance
Livestock Trade	Cattle, camel, goat, and sheep trade are central to the local economy. Marsabit is a major livestock market for northern Kenya.	High – primary livelihood for majority
Retail and Wholesale Trade	A vibrant trading economy serving the municipality and surrounding rural areas. Includes cross-border trade with Ethiopia.	High – largest formal business sector
Hospitality and Tourism	Marsabit National Park and Reserve, Lake Paradise, and unique cultural communities attract domestic and international tourists.	Medium – significant growth potential
Transport and Logistics	Driven by the Trans-African Highway, fuel stations, clearing agents, and transport operators.	High – critical infrastructure sector
Construction and Real Estate	Growing urban expansion is driving demand for construction services and real estate development.	Medium – increasing
Renewable Energy	High wind and solar potential has attracted energy developers; Loiyangalani wind farm is a major regional project nearby.	Emerging – high strategic potential

Health and Education Services	Private clinics, pharmacies, and schools supplement public services.	Medium – essential services
Agribusiness	Irrigated farming and small-scale horticulture in higher altitude areas.	Low to Medium – constrained by climate

2.3 Key Private Sector Challenges in Marsabit Municipality

A preliminary assessment of the Marsabit business environment identifies the following key constraints and challenges:

2.3.1 Institutions and Regulations

- Business registration, licensing, and permit processes are perceived as slow, costly, and non-transparent.
- Limited awareness among entrepreneurs about regulatory requirements and compliance pathways.
- Inadequate enforcement of development control regulations leading to informal settlements and unplanned commercial development.
- Limited coordination between the municipal board and county departments on regulatory matters affecting business operations.

2.3.2 Infrastructure and Land

- Poor road connectivity within the municipality and to surrounding markets limits trade and logistics.
- Unreliable electricity supply creates high operational costs for businesses; many rely on expensive diesel generators.
- Water supply is intermittent and inadequate, affecting food processing, hospitality, health, and other water-intensive businesses.
- Limited commercial land with secure tenure; unclear land use zoning discourages formal investment.
- Inadequate market infrastructure; the main market is congested and lacks modern facilities for livestock trading.
- Poor solid waste management affects the business environment, public health, and the municipality's attractiveness.

2.3.3 Skills and Innovation

- Significant skills gap in technical trades (construction, electrical, ICT, hospitality) limiting business productivity and service quality.
- Limited access to vocational and technical training within the municipality; the nearest TVET institutions are poorly resourced.
- Low levels of digital literacy and adoption among MSMEs; limited use of mobile money and digital platforms for business.

- Limited culture of entrepreneurship and innovation; most businesses are sole proprietor retail operations with limited growth ambition.

2.3.4 Enterprise Support and Finance

- Limited access to formal financial services; most commercial banks operate with minimum deposit requirements that exclude MSMEs.
- High interest rates on loans from Savings and Credit Cooperatives (SACCOs) and microfinance institutions.
- No Business Development Services (BDS) centre within the municipality providing market information, business advisory, and mentoring.
- Limited awareness of government enterprise support programs (e.g., Youth Enterprise Fund, Women Enterprise Fund, Uwezo Fund).
- Absence of an organized, accredited private sector voice to advocate for business interests with the municipal board.

2.4 Opportunities

- Moyale Corridor and cross-border trade with Ethiopia: significant potential to develop Marsabit as a regional trade hub.
- Growing tourism sector: Marsabit National Park, Lake Paradise, and cultural tourism offer substantial growth potential with appropriate investment in facilities.
- Renewable energy: potential to leverage proximity to major wind and solar projects to attract energy-related industries and reduce operational costs for businesses.
- Population growth and urbanization: increasing urban population creates growing demand for goods, services, and housing.
- KUSP II support: technical assistance and grant financing available to strengthen the business environment.
- Digital connectivity improvements: expanding mobile and broadband connectivity creates opportunities for digital business services.

3. Institutional Framework and Roles

3.1 Overview

The effective implementation of the PSEF requires clear delineation of roles and responsibilities across county and municipal institutional actors. The framework operates within the institutional structure established under the Urban Areas and Cities Act (UACA) and the County Governments Act, with the Municipal Board at the centre of implementation supported by the County Government and the County Project Coordination Team (CPCT).

3.2 Roles and Responsibilities

Actor	Roles and Responsibilities	Comments/Actions
County Government / CECM	Reviews and contextualizes the PSEF. Champions the process through the relevant CECM (Urban or Trade). Tables the PSEF for adoption by the County Executive Committee (CEC). Commits departmental support and budget resources, including UIG, to support implementation by the Municipal Board.	CECM responsible for Urban or Trade to table PSEF at cabinet meeting. County departments (Trade, Revenue, Planning, ICT) to grant access to disaggregated SBP and other data for use by the Municipal Board.
CPCT	Assigns focal point to lead private sector engagement component. Coordinates with county departments: Urban, Trade, Revenue, Planning, Public Participation, ICT. Prepares work plan and budget. Provides technical capacity support to the Municipal Board. Supports preparation for Annual Performance Appraisals.	Focal point to be designated within 30 days of PSEF adoption. CPCT to coordinate quarterly review meetings with the Municipal Board.
Municipal Board	Adopts the PSEF by board resolution. Assigns a board member/committee to lead PSEF implementation. Commits resources and delegates responsibility to the Urban Manager. Monitors implementation against the performance framework. Integrates PPDF outputs into the IDEP and annual plans.	Board committee on Trade/Economy/Private Sector to be responsible. Board to pass resolution within 30 days of county CEC adoption.
Urban Manager	Prepares detailed work plan and budget for PSEF implementation.	Urban Manager as primary implementer. Focal point for

	Delegates specific tasks and ensures implementation and reporting. Manages the private sector database. Convenes and facilitates the PPDF. Commissions the private sector diagnostic. Reports to the board.	all PSEF-related coordination and reporting.
County Departments (Trade, Revenue, Planning, ICT)	Share SBP and business licensing data with the Municipal Board. Establish data sharing protocols. Provide technical assistance for database management, GIS, survey tools, and data analysis.	Data sharing protocols to be established within 60 days of PSEF adoption.
Private Sector / Business Associations	Provide input data and information to the database and diagnostic. Participate actively in the PPDF. Organize themselves into associations and seek accreditation. Nominate representatives to the PPDF.	Guided by UACA Second Schedule Section 1 on rights and duties. UACA Accreditation Regulations 2022 to guide accreditation process.

3.3 PSEF Adoption Process

The following steps govern the adoption of the PSEF:

8. The Urban Manager and CPCT focal point review this PSEF against the model framework endorsed by the Council of Governors and contextualize it for Marsabit Municipality.
9. The Municipal Board committee responsible for trade/economy reviews the PSEF and tables it to the full board for adoption by resolution.
10. The board resolution is submitted to the CECM responsible for Urban or Trade for tabling at the County Executive Committee (CEC) cabinet meeting.
11. Upon adoption by the CEC, the CECM commits resources and directs the CPCT and Municipal Board to proceed with implementation.
12. The Urban Manager prepares a detailed implementation work plan and budget within 30 days of board resolution.

4. Private Sector Database

4.1 Purpose and Rationale

A comprehensive, accurate, and up-to-date database of private sector actors is the foundational tool for effective engagement. The Marsabit Municipality Private Sector Database will enable the Municipal Board to: map and understand the composition of the local business community; segment businesses by sector, size, and location for targeted engagement; identify and reach business associations and dialogue partners; monitor the growth and evolution of the local economy; and fulfill its obligations under the KUSP II performance framework.

4.2 Primary Data Source

The primary source of business data will be the Single Business Permit (SBP) database maintained by the Marsabit County Government Revenue Department. The county departments responsible for Trade, Revenue, Planning, and ICT will establish formal data sharing protocols to provide the Municipal Board with access to disaggregated SBP data specific to the municipality. Additional data from county land registries, property rolls, and public participation stakeholder registers will complement the SBP data.

4.3 Database Fields

The database will capture the following minimum data fields, aligned with the KUSP II toolkit template and incorporating new fields beyond those in the standard SBP application:

Field	In SBP	Data Type/Options
Name of Business	Yes	
Business Number (issued during licensing)	Yes	
Certificate of Registration Number	Yes	
Business Ownership Structure	No	Sole Proprietor / Partnership / Limited Liability / Other
Gender of Proprietor/Majority Shareholder	No	Male / Female / Other
Year of Registration/Incorporation	No	Year (numeric)
Years in Operation	No	Less than 1 / 2–3 / 4–5 / 6–10 / Over 10 years
Business Permit Number	No	
Date of Permit Issue	No	Date
Industry/Sector Code (KeSIC)	Yes	Drop-down – KeSIC codes

Business Activity Code	Yes	Drop-down – KeSIC codes
Business Activity Description	Yes	
Mailing Address	Yes	PO Box, Postal Code
Phone Number	Yes	
Email Address	Yes	
Physical Address	Yes	
Plot Number	Yes	
County	Yes	Marsabit County
City/Municipality	No	Marsabit Municipality
Sub-County	No	
Ward	No	
Geo-Location (GIS Coordinates)	No	Latitude / Longitude
Land Zone	No	(commercial, industrial, residential, mixed-use)
Number of Employees	No	Single/Sole Trader / Micro (less than 10) / Small (10–49) / Medium (50–250) / Large (over 250)
Total Size of Premises (m2)	No	
Financial Data – Gross Annual Turnover (KES)	No	Micro (less than 500,000) / Small (500,001–5M) / Medium (5M–100M)
Business Association Affiliations	No	Name of association(s)
Other Licenses and Permits	No	

4.4 Implementation Steps

Step 1: Data Sharing Protocol

The CPCT will coordinate with the county Revenue, Trade, and ICT departments to establish formal data sharing protocols within 60 days of PSEF adoption. The protocols will define: the procedures for the Municipal Board to access SBP data; data update frequencies (minimum annually, ideally quarterly); data security and confidentiality arrangements; and compliance with the Data Protection Act, 2019.

Step 2: Database Platform Setup

The Urban Manager will establish the database using Microsoft Excel as the primary platform initially, with fields organized for easy filtering, sorting, and clustering by sector, size, ward, and other parameters. Where resources are available, the board may transition to a more advanced database management system with GIS mapping capabilities to georeference business locations.

Step 3: Data Population and Verification

Data from the county SBP database will be downloaded and imported. The Urban Manager and database officer will supplement SBP data with field verification exercises to capture missing fields (particularly geo-coordinates, employee numbers, and association affiliations). Annual verification exercises will be conducted each financial year to update, add, and remove business records.

Step 4: Register of Business Associations

A separate register of business associations, cooperatives, informal sector groups, professional associations, and other dialogue partners operating within the municipality will be maintained. This register will record: association name and type; sector/industry focus; membership size; registered address and contacts; accreditation status; and nominated PPDF representative.

Step 5: Quality Assurance

The county ICT department will provide technical backstopping to ensure data accuracy, completeness, and reliability. Quality assurance will include: data validation checks at entry; annual field verification; duplicate detection; and periodic reconciliation with the county SBP register.

Step 6: Public Access

In accordance with the Access to Information Act, 2016 and the Data Protection Act, 2019, the database will be made accessible to the public on request. A publicly available business directory (excluding sensitive financial data) will be published on the municipal board website and at the municipal offices.

4.5 Performance Targets – Private Sector Database

Indicator	Target	Timeline
Database established with minimum fields	Yes – SBP data imported and supplemented	APA 2 – August 2025
Database clustered by economic activity (KeSIC codes)	Yes – all businesses coded by sector/industry	APA 2 – August 2025
Businesses with geo-coordinates (GIS)	At least 60% of records geo-coded	APA 2 – August 2025
Database updated (annual verification)	Yes – verified and updated annually	APA 2 and APA 3

Database publicly available	Yes – directory published at municipal offices/website	APA 2 – August 2025
Register of business associations maintained	Yes – register updated annually	APA 2 – August 2025

5. Private Sector Diagnostic

5.1 Purpose and Rationale

The private sector diagnostic is a structured analytical exercise designed to build a deep, evidence-based understanding of the Marsabit business environment. It will assess market dynamics, enablers, failures, and key constraints to private sector competitiveness, and define responsive interventions organized around four policy levers derived from the World Bank Toolkit for Competitive Counties in Kenya (2022). The diagnostic will provide the evidence base for the PPDF dialogues and will directly inform the preparation and review of the Marsabit IDEP, annual work plans, land use plans, and regulatory instruments.

5.2 Analytical Framework – Four Policy Levers

Four Policy Levers for Private Sector Competitiveness

Lever 1: Institutions and Regulations – Regulatory efficiency, business registration, licensing, permits, zoning, development control.

Lever 2: Infrastructure and Land – Roads, public spaces, markets, transportation, utilities, land use, and zoning policies.

Lever 3: Skills and Innovation – Skills gaps, vocational training, education, innovation, entrepreneurship, and R&D.

Lever 4: Enterprise Support and Finance – Access to finance, business development services, trade promotion, and investment facilitation.

5.3 Diagnostic Process – Seven Steps

Step 1: Preliminary Objectives and Commissioning

The Urban Manager will define the specific objectives of the diagnostic, prepare Terms of Reference (TOR), and procure a qualified consultant through the county procurement process. The diagnostic should be aligned with the KUSP II Toolkit and the World Bank Competitive Counties framework. Key stakeholders will be identified and informed of the process.

Step 2: Desk Research and Stakeholder Mapping

The consultant will conduct desk research of: Marsabit County CIDP 2023–2027; Marsabit Municipality IDEP; existing sector studies and assessments; national statistics on the county economy (KNBS data); and other relevant reports. A comprehensive stakeholder map will be prepared identifying all key public and private sector actors.

Step 3: Diagnostic Tool Preparation

Interview guides, survey questionnaires, and focus group discussion tools will be prepared, organized around the four policy levers. Tools will be designed to gather both quantitative and

qualitative data from businesses, business associations, county and municipal officials, MDAs, development partners, and other stakeholders.

Step 4: Data Collection and Consultations

The diagnostic process will include:

- Interviews with municipal and county officials on regulatory challenges, existing plans, and capacity constraints.
- Structured surveys of a representative sample of businesses across sectors, sizes, and locations within the municipality.
- Focus group discussions with business associations, cooperatives, and informal sector groups.
- Key informant interviews with financial institutions, development partners, research institutions, and MDAs.
- A consultative workshop to validate preliminary findings with mixed public-private sector participants.

Step 5: Urban Institutional Analysis

A structured institutional analysis of the Marsabit Municipal Board will be conducted using a participatory approach to assess: mandates, structure, fiscal status, and capacity; existing engagement mechanisms with the private sector; gaps in capacity and resources; and recommendations for capacity building.

Step 6: Data Analysis and SWOT

All data collected will be collated and analyzed using the four policy lever framework. A SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) of the private sector will be prepared, organized around the four levers. Preliminary findings and recommendations will be compiled into a draft report.

Step 7: Prioritization, Reporting and Disclosure

A stakeholder workshop (PPDF format) will be held to review the findings, validate priorities, and reach consensus on interventions. The final diagnostic report, including an action plan and monitoring framework, will be submitted to the Municipal Board. The Urban Manager will present the report to the board and publish it publicly. The diagnostic will be assessed under KUSP II APA 3 in August 2026.

5.4 Diagnostic Report Structure

The diagnostic report will follow the structure prescribed in the KUSP II Toolkit Annex 4, including: Executive Summary; Introduction and Background; Situational Analysis; Methodology; SWOT Analysis; Findings by Policy Lever; Monitoring and Evaluation Framework; Capacity Building Requirements; Conclusions and Recommendations; Priority Interventions Matrix; and Annexes.

5.5 Performance Targets – Private Sector Diagnostic

Indicator	Target	Timeline
TOR prepared and consultant procured	Yes	Q3 FY2024/25
Diagnostic completed and submitted to board	Yes – comprehensive report	APA 3 – August 2026
Diagnostic publicly disclosed	Yes – published on website and at municipal offices	APA 3 – August 2026
Diagnostic findings integrated into IDEP	Yes – principal findings included in IDEP review	APA 3 – August 2026

6. Public-Private Dialogue Forum (PPDF)

6.1 Purpose and Rationale

The Public-Private Dialogue Forum (PPDF) is the primary platform through which Marsabit Municipal Board will engage the private sector in structured, purpose-driven, and accountable dialogue on urban planning, investment prioritization, and the business environment. The PPDF provides a formal structure for building consensus between public and private sector actors, defining common goals, and mobilizing collective action towards making Marsabit a more competitive, inclusive, and resilient urban centre.

The PPDF will serve as an inclusive forum open to formal and informal businesses, business associations, cooperatives, professional bodies, civil society organizations, development partners, and relevant government agencies. It will provide the private sector with a legitimate voice in urban governance and decision-making, while enabling the Municipal Board to leverage private sector knowledge, expertise, and resources in urban planning and development.

6.2 Institutional and Governance Structure

6.2.1 Oversight and Leadership

The Municipal Board member responsible for trade, economy, and business environment will chair the PPDF. A private sector representative elected by PPDF members will serve as co-chair. This arrangement ensures shared ownership and mutual accountability between the public and private sectors.

6.2.2 Secretariat

The Urban Manager will head the PPDF Secretariat and serve as secretary. The Secretariat will manage the forum's operations including: preparation of calendars and agendas; convening meetings; facilitation of dialogues; recording of minutes and decisions; follow-up on action plans; and communication with members. Private sector representatives with relevant technical and administrative skills may volunteer to support the Secretariat.

6.2.3 Membership

PPDF membership will be open and inclusive, organized into the following clusters:

Cluster	Composition	Accreditation
Formal Business Sector	Representatives from registered business associations by sector: trade/retail, livestock/agribusiness, hospitality/tourism, transport/logistics, construction/real estate, manufacturing/industry.	Required for main PPDF

MSME and Informal Sector	Representatives from informal sector groups, market associations, and MSME cooperatives.	Encouraged; informal participation permitted
Financial Sector	Representatives from commercial banks, microfinance institutions, SACCOs, and insurance companies.	Required for main PPDF
Professional Bodies	Representatives from law societies, engineering associations, accountancy bodies, medical associations, etc.	Required for main PPDF
Civil Society Organizations	Representatives from NGOs, CBOs, resident associations, women's groups, youth groups, and disability groups.	Encouraged
Development Partners	Representatives from international NGOs, bilateral/multilateral development agencies active in Marsabit.	Co-opted as needed
County/Government Departments	Representatives from relevant county departments (Trade, Revenue, Planning, ICT) and MDAs.	Standing co-opted members

The 2/3 gender rule will be applied to ensure at least one-third of PPDF representatives are women. Representation of Persons with Disabilities (PWD) will be actively encouraged and facilitated. Accredited business associations will be prioritized as PPDF members in line with the UACA Accreditation Regulations, 2022.

6.2.4 Working Groups

To facilitate in-depth technical work, the PPDF will establish working groups aligned with the four policy levers and key local industries:

- Working Group 1: Institutions and Regulatory Environment
- Working Group 2: Infrastructure, Land, and Urban Services
- Working Group 3: Skills, Innovation, and Workforce Development
- Working Group 4: Enterprise Support and Access to Finance
- Working Group 5 (optional): Cross-Border Trade and Regional Commerce
- Working Group 6 (optional): Tourism and Hospitality Development

Each working group will elect a chairperson and secretary. Working groups will convene as needed between plenary sessions to carry out analytical work, develop proposals, and advise the plenary. The Urban Manager will support the working groups with facilitation, data, and technical inputs.

6.3 PPDF Operations

6.3.1 Plenary Meetings

The PPDF plenary will convene at minimum twice per year, timed to influence key decision-making moments in the county and urban planning and budget cycle:

Meeting	Timing	Purpose/Agenda Focus
Meeting 1	January/February (Q3 of FY)	Review of private sector diagnostic findings and IDEP/annual plan priorities. Validation and prioritization of private sector needs and proposed interventions.
Meeting 2	June/July (Q4 of FY)	Review of progress on action plan. Inputs to annual budget estimates and next year's work plan. Assessment of business environment improvements.
Ad-Hoc Meetings	As needed	Specific sector-based dialogues, regulatory review sessions, or emergency consultations on issues affecting businesses.

6.3.2 Dialogue Format

Each PPDF plenary meeting will follow a structured format:

13. Opening and confirmation of quorum.
14. Review and adoption of previous meeting minutes and action plan status.
15. Presentation of data, reports, and policy documents relevant to the agenda (by Urban Manager, consultants, or county departments).
16. Facilitated dialogue on each agenda item, organized around the four policy levers.
17. Working group reports and recommendations.
18. Prioritization of interventions and reaching of agreements.
19. Recording of resolutions and action plan.
20. Closure and date of next meeting.

6.3.3 Accreditation of Business Associations

The Urban Manager will actively promote the accreditation of business associations operating within Marsabit Municipality in accordance with the UACA Accreditation Regulations, 2022. Accredited associations will be given preferred status as PPDF members. The Municipal Board will maintain a publicly available register of accredited associations. Associations seeking accreditation will be guided on governance requirements, registration procedures, and member representation processes.

6.3.4 Linkage to Citizen Fora

The outputs and resolutions of the PPDF will be formally presented by accredited business association representatives at the Urban Citizen Fora convened by the Municipal Board under UACA Section 22. This ensures private sector priorities are integrated into the broader urban

citizen engagement process and are reflected in the board's integrated planning, policy, and investment decisions.

6.4 PPDF Secretariat Functions

The PPDF Secretariat, led by the Urban Manager, will be responsible for:

21. Establishing and maintaining the PPDF membership register and database of accredited associations.
22. Preparing and publishing the annual PPDF meeting calendar and agendas.
23. Convening and facilitating plenary meetings and working group sessions.
24. Recording meeting minutes, resolutions, and action plans.
25. Following up on action plan implementation with responsible parties.
26. Publishing meeting records and reports in line with Access to Information Act provisions.
27. Supporting business associations to organize their members and prepare submissions.
28. Commissioning and coordinating private sector diagnostics, surveys, and studies.
29. Preparing and implementing the PPDF monitoring and accountability framework.
30. Preparing the annual PPDF report for submission to the Municipal Board.

6.5 Performance Targets – PPDF

Indicator	Target	Timeline
PPDF secretariat established	Yes – Urban Manager designated as secretary	APA 2 – August 2025
PPDF governance structure established	Yes – TOR adopted, chair/co-chair elected	APA 2 – August 2025
Number of plenary meetings held	Minimum 2 per year	APA 2 and APA 3 (annually)
Meeting records (minutes, participants, action plans)	Yes – complete records for each meeting	APA 2 and APA 3
PPDF inputs to IDEP and annual plan	Yes – documented integration of PPD outputs	APA 2 and APA 3
Register of accredited associations	Yes – maintained and publicly available	APA 2 – August 2025
Gender parity in PPDF membership	At least 1/3 women representatives	APA 2 – August 2025
PPDF action plans followed up and reported	Yes – at each plenary meeting	Ongoing

7. Capacity Building and Outreach Plan

7.1 Rationale

Effective implementation of the PSEF requires targeted capacity building for all stakeholders including the Municipal Board, urban administration, private sector actors, and business associations. The capacity building plan is designed to equip all actors with the knowledge, skills, and tools necessary to participate productively in the PSEF structures and processes.

7.2 Capacity Building Plan

Target Group	Training Area	Approach	Timeline
Municipal Board Members	Role of private sector in urban governance; urban economy and policy levers; PSEF structures and PPDF governance; KUSP II performance framework and APA requirements.	Induction workshops; peer learning visits to leading urban boards; technical briefings.	Q1-Q2 FY2024/25
Urban Manager and Municipal Officers	PSEF implementation and management; database management and GIS; facilitation and stakeholder management; negotiation and conflict resolution; M&E and reporting.	Training workshops; technical assistance from CPCT and county departments; hands-on database management training.	Q1-Q2 FY2024/25
Database/ICT Officer	Database design and management; GIS and geo-coding; data validation and quality assurance; Data Protection Act compliance.	Technical training from county ICT department; software training; field practice.	Q2 FY2024/25
Business Associations and MSMEs	Accreditation process and benefits; association governance and leadership; meeting management and minute-taking; advocacy and engagement with the Municipal	Outreach workshops; training for association leaders; peer learning;	Q2-Q3 FY2024/25

	Board; access to finance and enterprise support programs.	communication campaigns.	
Informal Sector Groups	Role in urban planning and the PPDF; how to organize and participate; accreditation options; available enterprise support programs.	Community outreach meetings; ward-level sensitization; partnership with relevant NGOs.	Q2-Q3 FY2024/25

7.3 Outreach and Communications Plan

The Urban Manager will develop and implement a targeted outreach and communications plan to raise awareness of the PSEF among the business community, business associations, and the general public. Key activities will include:

- Publication and circulation of a PSEF summary brochure in English and Swahili.
- Announcements of PPDF meetings through local radio stations (FM stations covering Marsabit), notice boards, and social media platforms.
- Direct outreach to business associations through the register of associations.
- Ward-level sensitization meetings in partnership with ward administrators to reach informal sector operators.
- Publication of a municipal business directory to raise the visibility of local businesses and encourage association.
- Regular updates on PPDF activities and PSEF implementation on the municipal board website and social media.

8. Monitoring, Evaluation, Learning, and Reporting

8.1 M&E Framework

The PSEF implementation will be monitored against a clear framework of indicators, targets, and timelines aligned to the KUSP II Annual Performance Appraisal schedule. The Urban Manager will be responsible for monthly operational monitoring and will prepare quarterly progress reports for the Municipal Board committee responsible for the PSEF. The CPCT will receive biannual progress reports.

Indicator	Baseline	APA 2 Target (Aug 2025)	APA 3 Target (Aug 2026)	Means of Verification
PSEF adopted by County CEC and Municipal Board	None	Adopted – CEC minute and Board resolution	Implemented	CEC cabinet minute; Board resolution
Private sector database established	None	Database with SBP data – clustered by sector, geo-coded, publicly available	Updated annually; expanded coverage	Database document; verification report
Number of businesses in database	TBD on establishment	Minimum 500 businesses registered	Updated and expanded annually	Database record count
Percentage of businesses geo-coded	None	60% geo-coded	80% geo-coded	GIS layer / database field
Register of business associations	None	Register established and updated	Updated annually	Register document
Number of accredited business associations	None	Minimum 3 accredited associations	At least 5 accredited associations	Accreditation certificates
PPDF governance structure established	None	TOR adopted; chair/co-chair elected;	Operational and active	PPDF TOR; meeting records

		working groups formed		
Number of PPDF plenary meetings held	None	Minimum 2 meetings	Minimum 2 additional meetings	Minutes of meetings
PPDF meeting records (minutes, participants, action plans)	None	Complete records for all meetings	Complete records for all meetings	Meeting minutes; attendance registers; action plans
Private sector diagnostic completed	None	TOR prepared; diagnostic initiated	Comprehensive diagnostic completed and publicly disclosed	Diagnostic report; publication evidence
PPDF/diagnostic findings integrated into IDEP	None	Initial integration of PPD outputs	Full integration of diagnostic and PPD findings in IDEP	IDEP document with PPD chapter
Gender parity in PPDF (min 1/3 women)	None	1/3 women representatives in PPDF	1/3 women representatives maintained	Attendance registers with gender data

8.2 Reporting

The following reporting structure will be implemented:

- Monthly: The Urban Manager will prepare a brief operational progress note for internal use.
- Quarterly: The Urban Manager will prepare a quarterly PSEF progress report for the Municipal Board committee responsible for the PSEF.
- Biannually: A comprehensive PSEF progress report will be submitted to the CPCT, aligned with planning and budget review cycles.
- Annual Performance Appraisal: The Urban Manager will compile and submit all required evidence and documentation for the KUSP II APA in August each year.
- PPDF Annual Report: Following the second plenary meeting each year, a PPDF Annual Report summarizing dialogues, decisions, action plans, and outcomes will be prepared and published.

8.3 Learning and Adaptive Management

The Municipal Board will institutionalize learning as part of the PSEF implementation. After each PPDF plenary, a brief after-action review will be conducted to assess what worked, what did not, and what should be improved. Key lessons will be documented and shared with the CPCT. The PSEF will be reviewed and updated annually based on the APA feedback, M&E findings, and stakeholder input from the PPDF process. In-country peer learning exchanges with other KUSP II participating municipalities will be facilitated through the CPCT.

9. Resource Requirements and Budget Framework

9.1 Eligible UIG Expenditures Under RA4

The Urban Institutional Grant (UIG) may be applied towards PSEF implementation activities in accordance with the KUSP II eligible expenditure menu. Eligible expenditures relevant to RA4 include:

- Policy dialogues and consultancy services for development of urban-related policies and regulations.
- Mapping of economic activities and private sector actors.
- Business environment diagnostic and local economy assessment.
- Consultative meetings and workshops between the Municipal Board and the private sector.
- Business enterprise database management software.
- Training for Municipal Board members, the Urban Manager, municipal staff, and other relevant county staff.
- In-country exchange visits and workshops related to private sector engagement.

ICT equipment expenditure is capped at 25% of the total annual UIG. All expenditures must be included in the County Annual Budget. International travel and recurrent expenditures (salaries, utilities, rent) are not eligible.

9.2 Indicative Budget Framework

Activity	FY2024/25 Estimate (KES)	FY2025/26 Estimate (KES)	Funding Source
PSEF adoption process (meetings, printing, facilitation)	150,000	50,000	UIG / County Budget
Private Sector Database setup (software, hardware, training)	500,000	200,000	UIG (ICT cap applies)
Annual database verification exercise	100,000	150,000	UIG / County Budget

PPDF establishment (TOR preparation, first meeting)	200,000	0	UIG
PPDF plenary meetings (2 per year – venue, facilitation, materials)	300,000	300,000	UIG / County Budget
Working group meetings and activities	150,000	200,000	UIG / County Budget
Private sector diagnostic (TOR, consultant, workshops)	500,000	1,500,000	UIG
Capacity building – board, staff, associations	400,000	400,000	UIG
Outreach and communications	200,000	200,000	UIG / County Budget
M&E, reporting, and documentation	100,000	150,000	UIG / County Budget
Total Estimated Budget	2,600,000	3,150,000	UIG / County Budget

Note: These are indicative estimates. The Urban Manager will prepare a detailed annual work plan and budget within 30 days of PSEF adoption. Budgets are subject to review and approval by the Municipal Board and will be included in the County Annual Development Plan and Budget.

10. Implementation Plan

10.1 Phased Implementation Timeline

Phase	Activity	Responsible	Timeline
Phase 1: Preparation	PSEF reviewed, finalized, and submitted to Board	Urban Manager / CPCT	Month 1
Phase 1: Preparation	Board resolution adopting PSEF	Municipal Board	Month 1-2
Phase 1: Preparation	PSEF tabled at County CEC for adoption	CECM Urban/Trade	Month 2
Phase 1: Preparation	Detailed work plan and budget prepared	Urban Manager	Month 2
Phase 1: Preparation	CPCT focal point designated	CPCT	Month 1
Phase 1: Preparation	Data sharing protocols established with county departments	CPCT / County Depts.	Month 1-2
Phase 2: Database	SBP data accessed and imported into database	Urban Manager / ICT Dept.	Month 2-3
Phase 2: Database	Database fields supplemented with new fields	Urban Manager / County ICT	Month 3-4
Phase 2: Database	Geo-coding exercise conducted for businesses	Urban Manager / GIS Officer	Month 4-5
Phase 2: Database	Register of associations established	Urban Manager	Month 3-4
Phase 2: Database	Database quality assurance conducted	County ICT / Urban Manager	Month 5
Phase 2: Database	Database published / made publicly accessible	Urban Manager	Month 6
Phase 3: PPDF	PPDF Secretariat established (Urban Manager as Secretary)	Urban Manager	Month 2
Phase 3: PPDF	PPDF TOR drafted and circulated to stakeholders	Urban Manager	Month 3

Phase 3: PPDF	Outreach and sensitization to business associations	Urban Manager	Month 3-4
Phase 3: PPDF	First PPDF plenary meeting convened	Urban Manager / Board Chair	Month 4-5
Phase 3: PPDF	PPDF governance structure established (TOR adopted, chair elected)	PPDF Members	Month 5
Phase 3: PPDF	Working groups established	PPDF Secretariat	Month 5
Phase 3: PPDF	Second PPDF plenary meeting convened	Urban Manager / Board Chair	Month 10-11
Phase 4: Diagnostic	Diagnostic TOR prepared and approved by Board	Urban Manager	Month 6-8
Phase 4: Diagnostic	Consultant procured through county procurement process	Urban Manager / County	Month 8-10
Phase 4: Diagnostic	Diagnostic fieldwork, consultations, and analysis	Consultant / Urban Manager	Month 10-18
Phase 4: Diagnostic	Diagnostic report reviewed by PPDF	PPDF / Urban Manager	Month 18-20
Phase 4: Diagnostic	Diagnostic report adopted by Board and publicly disclosed	Municipal Board	Month 20-22
Phase 4: Diagnostic	Diagnostic findings integrated into IDEP	Urban Manager / Planning	Month 22-24
Phase 5: Capacity Building	Capacity building plan finalized	Urban Manager / CPCT	Month 2-3
Phase 5: Capacity Building	Board member training on PSEF and urban economy	CPCT / Consultants	Month 3-5
Phase 5: Capacity Building	Staff training on database management and facilitation	County ICT / CPCT	Month 3-5
Phase 5: Capacity Building	Association outreach and accreditation support	Urban Manager	Month 3-12

11. Risk Assessment and Mitigation

Risk	Likelihood	Impact	Mitigation Measures
Low private sector participation in PPDF due to limited awareness.	Medium	High	Intensive outreach and sensitization; demonstrate early wins from PPDF dialogue; transparent communication of PPDF outputs and board responses.
Delays in data sharing from county departments (SBP data access).	Medium	High	Formal data sharing protocols established early; CPCT to mediate and coordinate; escalation to CECM if delays persist.
Inadequate staffing or capacity within the municipal administration.	High	High	Prioritize capacity building; leverage CPCT technical support; leverage county department technical backstopping.
Weak or non-existent business associations in key sectors.	High	Medium	Support formation and registration of associations; engage informal sector groups; accept informal participation in early phases.
Budget constraints limiting PSEF activities.	Medium	Medium	Prioritize activities through work plan; maximize UIG eligible expenditures; seek in-kind support from private sector and development partners.
Gender and marginalization: exclusion of women, youth, and PWD from PPDF.	Medium	High	Enforce 2/3 gender rule; actively recruit women and youth representatives; provide accessible meeting venues; hold ward-level sub-meetings to reach marginalized groups.
Private sector diagnostic delayed due to procurement challenges.	Medium	Medium	Begin TOR preparation early (Q3 FY2024/25); utilize simplified procurement procedures where eligible; plan adequate lead time.
Political interference in PPDF processes.	Low	High	Maintain clear TOR and governance framework; co-chair arrangement balances public-private leadership; CPCT provides independent technical oversight.

12. Conclusion

This Private Sector Engagement Framework establishes a comprehensive, institutionalized, and actionable approach for Marsabit Municipality to engage the private sector as a strategic partner in urban governance, planning, and development. The three pillars of the framework — the Private Sector Database, the Private Sector Diagnostic, and the Public-Private Dialogue Forum — together create an ecosystem for evidence-based, inclusive, and accountable engagement that will strengthen the competitiveness and resilience of the Marsabit business environment.

The framework has been designed in full alignment with the KUSP II performance requirements under Result Area 4, the World Bank Toolkit for Competitive Counties in Kenya, and the Urban Areas and Cities Act. Upon adoption by the County Executive Committee and the Marsabit Municipal Board, the Urban Manager will immediately proceed with the preparation of a detailed work plan and budget, and the phased implementation of all PSEF components.

The Marsabit Municipal Board is committed to ensuring that the private sector has a meaningful, respected, and productive voice in shaping the future of Marsabit Municipality — a municipality that is competitive, inclusive, climate-resilient, and a hub of opportunity for all its residents.

Adopted by the Marsabit Municipal Board

Chairperson:

Date:

Board Resolution No:

Endorsed by the County Executive Committee

CECM (Urban/Trade):

Date:

CEC Minute No:

Annexes

Annex 1: KUSP II Performance Framework – RA4 Summary

MC/PS	Requirement	APA	Indicator	Score
MC8 (RA4)	County government has developed a PSEF to promote public-private dialogue.	APA 2 – Aug 2025; APA 3 – Aug 2026	Copy of County PSEF obtained and verified.	Minimum Condition
PS11 (a&b)	Database of local businesses established and updated annually.	APA 2 – Aug 2025	Database clustered by sector, contains basic info, geo-located, publicly available, updated annually.	6 points
PS11 (PPD)	Urban board has held at least 2 PPD meetings in past 12 months.	APA 2 and APA 3	Meeting records: minutes, participants, deliberations, and private sector input to urban plans.	4 points
PS11 (c&d)	Comprehensive private sector diagnostic completed and publicly disclosed.	APA 3 – Aug 2026	Diagnostic report publicly disclosed; findings in IDEP.	5 points
TOTAL SCORE				15 points

Annex 2: PPDF Meeting Record Template

MARSABIT MUNICIPALITY – PUBLIC-PRIVATE DIALOGUE FORUM: MEETING RECORD

Date of Dialogue: _____ Location: _____

Duration: _____ Start Time: _____ End Time: _____

Facilitator/Moderator: _____

Participants: [Attach signed attendance register – Annex 3]

Objectives of the Dialogue: [State the specific objectives]

AGENDA

1. Opening and confirmation of quorum
2. Review of previous meeting minutes and action plan status
3. Presentations and data review
4. Facilitated dialogue – by policy lever
5. Working group reports and recommendations
6. Prioritization and resolutions
7. Action plan (see Annex 4)
8. Any other business and closure

SUMMARY OF DISCUSSIONS: [Detailed summary per agenda item]

RESOLUTIONS/CONCLUSIONS: [State agreed resolutions]

PARTICIPANT FEEDBACK: [Summarize participant feedback]

Attachments: Action Plan | Attendance Register | Presentations | Photos

Annex 3: PPDF Attendance Register Template

No.	Full Name	Organization/Business	Sector/Cluster	Position/Title	Email	Phone	Signature
1							
2							
3							
4							
5							

Annex 4: PPDF Action Plan Template

No.	Action/Commitment	Responsible Party	Deadline	Expected Outcome	Status/Follow-Up
1					
2					
3					

Annex 5: Private Sector Diagnostic Sample Terms of Reference

MARSABIT MUNICIPALITY – PRIVATE SECTOR DIAGNOSTIC: TERMS OF REFERENCE (SUMMARY)

1. BACKGROUND AND CONTEXT

Marsabit Municipality, Marsabit County Government, and KUSP II context; purpose of the diagnostic.

2. OBJECTIVES

To assess the business environment across four policy levers: Institutions and Regulations; Infrastructure and Land; Skills and Innovation; Enterprise Support and Finance.

3. SCOPE OF WORK

Desk research; stakeholder mapping; diagnostic tool preparation; primary data collection (surveys, interviews, FGDs); institutional analysis of the Municipal Board; SWOT analysis; report preparation; PPDF validation workshop.

4. DELIVERABLES

Inception report; data collection tools; draft diagnostic report; validation workshop; final diagnostic report with action plan and M&E framework; executive summary (2 pages); public disclosure version.

5. ANALYTICAL FRAMEWORK

World Bank Toolkit for Competitive Counties in Kenya, 2022; KUSP II Toolkit for PSEF; UACA 2011 (Amended 2019).

6. METHODOLOGY

Mixed-methods approach: quantitative survey of minimum 100 businesses; qualitative KIIs and FGDs; participatory stakeholder workshops; gender-disaggregated analysis.

7. QUALIFICATIONS OF CONSULTANT

Minimum 5 years experience in local economic development, private sector diagnostics, or urban planning in Kenya; demonstrated experience in participatory research methods.

8. DURATION

Approximately 6–8 months including stakeholder engagement and validation phases.

Annex 6: Register of Business Associations Template

No.	Association Name	Type	Sector Focus	Members	Registered?	Accredited?	Contact Person	Phone/Email
1								
2								
3								

Annex 7: Key References

- Urban Areas and Cities Act (UACA) No. 13 of 2011, Amended 2019.
- County Governments Act, 2012.
- Kenya Constitution, 2010.
- Micro and Small Enterprises Act, 2012.
- Access to Information Act, 2016.
- Data Protection Act, 2019.
- KUSP II Program Operations Manual (POM).
- KUSP II Toolkit for the Private Sector Engagement Framework for Urban Boards, SDHUD.
- World Bank Toolkit for Competitive Counties in Kenya: A Practical Tool to Promote Firm Competitiveness for Jobs and Economic Transformation at the Subnational Level in Kenya, 2022.
- Marsabit County Integrated Development Plan (CIDP) 2023–2027.
- Kenya Standard Industrial Classification (KeSIC): <https://kesic.labourmarket.go.ke>
- Business Registration Service: <https://brs.go.ke>
- The PPD Handbook: A Toolkit for Business Environment Reformers, DFID/World Bank/IFC/OECD, 2006.
- Charter of Good Practice in Using Public-Private Dialogue for Private Sector Development, 2015.