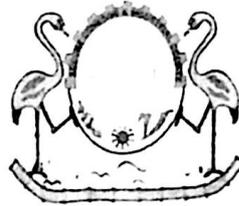


# COUNTY GOVERNMENT OF NAKURU



## Private Sector Engagement Framework

Department of Lands, Physical Planning, Housing  
& Urban Development  
Municipality Of Naivasha



*Prepared;  
November, 2025*



REPUBLIC OF KENYA  
COUNTY GOVERNMENT OF NAKURU  
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When replying please quote  
REF: CGN/CS/RESOLUTIONS/11

Date: 25<sup>th</sup> February, 2026.

To  
County Executive Committee Member.  
Finance and Economic Planning  
**NAKURU**

**RE: ADOPTION OF THE NAKURU COUNTY PRIVATE SECTOR ENGAGEMENT FRAMEWORK**

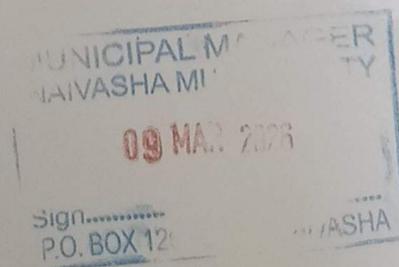
The above matter refers

The County Executive Committee, at its duly convened meeting held on 15<sup>th</sup> January 2026, considered and approved the Nakuru County Private Sector Engagement Framework.

The Committee noted that the Framework provides a structured mechanism for engagement between the County Government and private sector stakeholders, with the objective of enhancing investment, economic growth, service delivery, and public-private collaboration within the County.

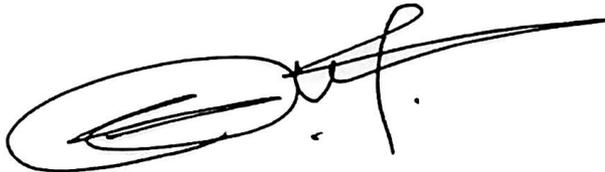
Accordingly, the County Executive Committee resolved as follows:

1. THAT the Nakuru County Private Sector Engagement Framework be and is hereby adopted as an official policy instrument of the County Government.
2. THAT all County Departments, including the Department of Lands, Housing and Physical Planning, shall mainstream the Framework in their planning, implementation, and stakeholder engagement processes.



3. **THAT** your Department shall take lead in ensuring that private sector participation is integrated in land use planning, housing development, urban development, and physical planning initiatives.
4. **THAT** your Department shall collaborate with relevant County entities to operationalize the Framework, including establishing structured stakeholder engagement platforms where necessary.

Please note that this communication serves as the **official record of the County Executive Committee resolutions** on the above matters.



**DR. SAMUEL M. MWAURA**  
**COUNTY SECRETARY & HEAD OF PUBLIC SERVICE**  
**NAKURU COUNTY.**



1. INTRODUCTION .....	5
1.1 Background .....	5
1.2 Objectives of the Framework.....	5
2. SITUATIONAL ANALYSIS .....	6
2.1 Economic Context .....	6
2.2 Stakeholder Mapping.....	7
2.3 Overview of the Public Sector Environment.....	7
2.4 Key Public Sector Stakeholders.....	7
2.5 Key Private Sector Stakeholders.....	8
2.6 Types of Contribution .....	9
3. PRINCIPLES, BENEFITS, AND RISKS OF ENGAGEMENT .....	10
3.1 Principles.....	10
3.2 Benefits .....	10
3.3 Risks .....	10
3.4 Excluded Sectors .....	11
4. CONFLICT OF INTEREST .....	12
4.1 Conflict of Interest .....	12
4.2 Material Interest .....	12
5. DISCLOSURE REQUIREMENTS .....	13
5.1 Duty to Disclose .....	13
5.2 Failure to Disclose .....	13
6. ROLES AND RESPONSIBILITIES .....	13
6.1 Private Sector Engagement Committee (PSEC) .....	13
6.2 Municipal Board.....	13
6.3 The County Attorney.....	13
6.4 Communications Department.....	14
6.5 Audit & Risk Management Department .....	14
6.6 Finance Department .....	14
6.7 Resource Mobilization Committee of the Board .....	14
6.8 Municipality Community Development & Social Department .....	14
6.9 Other Key Stakeholders .....	14
7. APPROACH AND METHODOLOGY .....	15
8. SWOT ANALYSIS .....	17

9. FINDINGS OF THE ANALYSIS.....	19
9.1 Institutions and Regulations .....	19
9.2 Infrastructure and Land .....	19
9.3 Skills and Innovation .....	19
9.4 Enterprise Support and Public Finance.....	20
10. MONITORING, EVALUATION, LEARNING, AND REPORTING .....	20
10.1 Monitoring .....	20
10.2 Evaluation .....	21
10.3 Learning.....	21
10.4 Reporting.....	21
11. CAPACITY BUILDING AND TRAINING.....	22
11.1 Institutional Coordination and Governance Strengthening.....	22
11.2 Public Financial Management and Resource Mobilization.....	22
11.3 Digital Governance and Data-Driven Decision-Making .....	22
11.4 Strategic Partnerships and Knowledge Exchange .....	23
12. CONCLUSION.....	23
13. RECOMMENDATIONS OF PRIORITY INTERVENTIONS .....	23
13.1 Strengthen Inter-Agency Coordination Mechanisms .....	24
13.2 Establish Integrated Infrastructure and Land Planning Committees.....	24
13.3 Implement Public-Sector Digital Skills and Governance Programs.....	24
13.4 Strengthen Joint Resource Mobilization and Public Finance Coordination.....	24
13.5 Institutionalize Monitoring, Evaluation, and Learning Systems .....	24

# 1. INTRODUCTION

## 1.1 Background

Private sector participation is a cornerstone of effective municipal governance, sustainable urban development, and equitable service delivery. Within the Municipality of Naivasha, public sector institutions operate across multiple governance levels, including national government agencies, county government departments, municipal structures, state corporations, and regulatory authorities. These institutions collectively contribute to policy formulation, regulation, infrastructure development, environmental management, public health, economic growth, and social protection.

The Municipality operates within the legal and policy framework established by the Urban Areas and Cities Act (2011), the Kenya Urban Development Policy, the Public Finance Management Act, and other relevant national and county legislation. These frameworks emphasize stakeholder inclusion, accountability, transparency, and coordinated service delivery. Public sector participation is therefore not only a governance requirement but also a strategic tool for enhancing municipal development outcomes.

Naivasha Municipality hosts diverse economic activities, including agriculture, horticulture, tourism, logistics, manufacturing, and trade. These sectors rely heavily on private sector support through infrastructure provision, regulatory oversight, environmental protection, research and innovation support, and public investment. Effective participation of private sector actors ensures that development planning is coordinated, resources are efficiently utilized, and public trust is maintained.

The Municipality recognizes that structured engagement between private sector institutions reduces duplication of mandates, enhances policy coherence, improves accountability, and supports integrated development planning. It also strengthens the Municipality's ability to mobilize technical expertise, financial resources, and institutional support required to deliver high-quality municipal services.

Under this framework, the private sector — which includes corporations, private foundations, those involved in third-party fundraising, and High Net Worth Individuals — is a key stakeholder and driver of economic prosperity in any urban setting. To maintain the integrity of its operations and brand, the Municipality will ensure that contributions are derived from legitimate sources and reputable partners that subscribe to the applicable fiscal regime in Kenya, and that no partner or group of partners exerts undue influence on decisions made by the Municipal Board and Management.

## 1.2 Objectives of the Framework

The primary objective of this framework is to provide structured guidance for private sector participation in municipal planning, implementation, monitoring, and evaluation processes. The framework seeks to enhance coordination between municipal, county, and national government institutions while promoting transparency, accountability, and institutional integrity.

Specifically, the framework aims to:

- Strengthen intergovernmental collaboration and improve institutional communication.
- Support evidence-based decision-making and enhance resource mobilization through coordinated investment.
- Establish clear risk management mechanisms and conflict of interest safeguards to ensure public confidence.
- Support the Municipality in establishing significant and impactful private sector partnerships that are relevant and consistent with the Municipality's mission.
- Enhance transparency and facilitate communications with prospective partners.
- Ensure that relevant internal and external stakeholders are consulted as appropriate.
- Enable relationship managers to apply risk controls and monitoring at a level proportionate to each partnership.
- Aims to establish clear risk management mechanisms and conflict of interest safeguards to ensure public confidence in municipal governance systems.

This framework is enacted through the following supporting documents:

- The Private Sector Engagement Guidance Note on Screening and Risk Management;
- The Municipality of Naivasha Partner Screening Guidelines;
- Private Sector Engagement & Avoidance of Conflict of Interest Guide; and
- Private Sector Engagement Training Guide on analysis, risk management & conflict of interest avoidance.

## 2. SITUATIONAL ANALYSIS

### 2.1 Economic Context

Naivasha Municipality's economy is driven by agriculture, particularly horticulture and floriculture, tourism linked to Lake Naivasha and surrounding conservancies, transport and logistics services, small and medium enterprise trade, and emerging manufacturing activities.

These sectors generate employment, attract investment, and contribute significantly to county and national revenue.

Private sector participation in the economic environment includes the provision of transport infrastructure such as roads and logistics networks, regulatory oversight of environmental protection around Lake Naivasha, agricultural research and extension services, tourism regulation and marketing, and financial and enterprise development support. Private investment in utilities such as electricity, water, and sanitation is also critical in sustaining economic growth.

The Municipality must therefore coordinate closely with private sector institutions to ensure that economic growth is sustainable, environmentally responsible, and socially inclusive.

## 2.2 Stakeholder Mapping

Stakeholder mapping within this framework categorizes institutions based on their functional roles, including policy and regulatory functions, service delivery responsibilities, oversight and compliance mandates, and research and innovation support. This mapping helps identify collaboration opportunities, coordination needs, and potential institutional overlaps that require harmonization.

## 2.3 Overview of the Public Sector Environment

The public sector environment within Naivasha Municipality is characterized by a multi-layered governance structure that includes national ministries and agencies, county government departments, municipal administrative structures, and independent regulatory authorities. Each institution plays a unique but interconnected role in service delivery and development management.

National government agencies provide policy direction, regulatory oversight, research support, and funding for major infrastructure and development programs. County government departments are responsible for localized policy implementation, service delivery, and sectoral planning. Municipal structures coordinate urban planning, infrastructure management, public participation, and localized economic development.

Public sector institutions also provide critical services such as water supply, sanitation, environmental management, health services, education support, land administration, transport regulation, and public safety. Their participation ensures that municipal development is aligned with national and county development priorities while responding to local socio-economic realities.

## 2.4 Key Public Sector Stakeholders

Key public sector stakeholders include national regulatory bodies responsible for environmental management, taxation, agriculture, health, and infrastructure. County executive departments

provide localized service delivery in health, trade, infrastructure development, social services, and environmental conservation. The Municipal Board provides governance oversight and strategic direction for municipal operations.

Public research institutions support innovation, agricultural productivity, environmental conservation, and public health research. Public utilities and state corporations provide essential services such as water, electricity, postal services, and transport infrastructure.

Each stakeholder contributes to municipal development through policy enforcement, service delivery, infrastructure investment, technical expertise, or research support. Their coordinated participation enhances municipal effectiveness and improves development outcomes.

## 2.5 Key Private Sector Stakeholders

Key private stakeholders that support municipal initiatives include corporations, private foundations, High Net Worth Individuals, and third-party development partners. The principal types of partners considered under this framework are described below:

### **a. Corporations**

Corporations refer generally to a company or group of people authorized to act as a legal person and recognized as such in law. These are commercial enterprises, either publicly listed or privately owned, that are intended to make a profit for their owners. They typically operate in a regulated legal compliance and financial environment (particularly if they are publicly listed).

Corporations within the Municipality of Naivasha include: Kenya Wildlife Services (KWS), Kenya Revenue Authority (KRA), Kenya Agricultural Finance, KEPHIS, KALRO, KEMRI, NEMA, Kenya Forest Service, Posta, KFA, Fair Trade Horticultural Industry (FTHI), Hospitality Industry (HI), Water Resources Authority, and others.

### **b. Private Foundations**

Private foundations refer to private non-profit entities such as foundations and trusts, whose assets are provided by donors and whose income is spent on socially useful purposes. Such entities typically operate in a similar environment to companies when it comes to operating standards in developed countries, but the legal, bureaucratic, and political framework for foundations and trusts in the developing world tends to be more varied.

### **c. High Net Worth Individuals (HNWIs)**

Partnerships with HNWIs and their families will typically be focused on philanthropy, through individual gifts, family foundations, or other vehicles such as donor-advised funds.

### **d. Third Party Development Partners**

Third-party development partners undertake fundraising activities with third parties, such as consumers or the public, for the benefit of the Municipality. Examples include the Lake Naivasha Riparian Authority, Linda Mazingira Initiative, Bus Park Business Operators CBO, Boda Boda

Association, Team Climate Change, and Western Folks, among others. Such partners can include private sector entities such as corporations, not-for-profit companies, and professional groups, as well as non-private sector entities such as NGOs, community organizations, civil society groups and networks, and faith-based organizations.

## 2.6 Types of Contribution

**Financial Resources:** The Municipality of Naivasha will mobilize financial contributions to promote urban climate-resilient infrastructure. The Public Private Partnership Act, 2021, permits private sector partners and a limited number of authorized public mechanisms to make restricted financial contributions to the urban establishments. These contributions can be notionally earmarked to an activity (i.e., such contributions do not increase the Board-approved upper-ceiling of funding from the County Government- principal), or contributions can fund components listed on the Municipality of Naivasha Integrated Investment Plan (i.e., deemed technically sound and strategically focused by the Municipal Board), which result in additional funds and activities for an already Board-approved investment.

**Non-financial or in-kind partnerships:** Non-financial support can include, for example: provision of *pro bono* expertise and/or services to support capacity building initiatives and generate performance efficiency and/or effectiveness improvements to the Municipal staff and/or grant recipients (either directly by the partner's employees or through funding third parties to provide such expertise); advocacy support, such as raising awareness and encouraging behavioral change on health issues among employees, customers and business partners in line with the Municipality of Naivasha mission; donations of non-health products; among others.

### 3. PRINCIPLES, BENEFITS, AND RISKS OF ENGAGEMENT

This Framework provides a firm basis for enhancing private sector engagement through a set of principles and serves as an instrument for identifying the risks and balancing them against the expected benefits, while protecting and preserving the Municipality's integrity and reputation. Municipal staff will be required to adhere to the Framework and its associated procedures.

#### 3.1 Principles

The Municipality of Naivasha strives to identify opportunities for shared value creation and enters into partnerships that are consistent with the following guiding principles:

1. Partnerships demonstrate a clear potential benefit to the Municipality's Integrated Development Plan, and the partner has an alignment with the Municipality's mission and vision.
2. The engagement supports the Municipality's strategic priorities and complies with all its policies and guidelines.
3. The engagement will be conducted based on transparency, openness, inclusiveness, accountability, integrity, and mutual respect.
4. The structure of the engagement will protect the Municipality from any undue influence and will not compromise the Municipality's integrity, independence, and credibility.
5. The engagement will be effectively managed, including by mitigating potential conflicts of interest and other forms of risks to the Municipality.

#### 3.2 Benefits

Benefits arising from such engagements must include:

- i. The financial and non-financial contributions of the private sector to support the mandate of the Municipality.
- ii. The influence that the Municipality can have on private sector actors to enhance their impact on the Municipality's programs; and
- iii. The leadership and influence that the private sector can bring to support the awareness, visibility, and financing of the Municipality's programs.

#### 3.3 Risks

The benefits outlined above will be weighed against the potential risks of engagement. These need to be effectively managed and, where appropriate, avoided. Potential risk areas include (non-exhaustive):

- a. **Reputational Risk:** Where the partnership has the potential to impact negatively on the reputation, integrity or credibility of the Municipality or its grant implementers. Examples include: questionable partner business practices or behaviors; conflicts of interest; industry or partner type-specific issues; partnership being leveraged by the

partner to serve its interests with limited benefits for the Municipality; partnership conferring an endorsement of the partner's name, brand, product, views or activity; and whitewashing of a partner's image through engagement with the Municipality of Naivasha.

- b. **Financial Risk:** Where the partnership has the potential to impact negatively on the Municipality's work linked to issues with its financial contribution. Examples include: contribution default (non-payment or delay); currency exchange risk; and appropriate balancing of partner financial contributions to grants.
- c. **Program Effectiveness Risk:** Where an in-kind partnership has the potential to negatively affect the performance of grants and/or grant implementers. Examples include: undue or improper influence exercised by a private sector partner; non-delivery of in-kind services; marginal or no impact of the intervention; lack of county support; lack of scale-up; non-sustainability of donated products or services; and captive solutions.

Risk screening will include assessment against a comprehensive set of criteria. Core assessment areas include:

- i. Business policy and practice (e.g., appropriate marketing policy, sanctions lists, bribery, fraud, collusion, corruption, money laundering, tax avoidance, terrorist financing, labor rights);
- ii. Political exposure;
- iii. Environmental policy and practice;
- iv. Human rights and gender policy and practice; and
- v. Privacy and data security (where relevant for partnerships).

### 3.4 Excluded Sectors

Based on these principles and risk categories, the Municipality of Naivasha will exclude cooperation with the following sectors:

- i. Terrorist groups;
- ii. Weaponry and arms manufacturing.

Any business that is directly involved in the above or any other illegal undertakings shall be excluded as a potential partner.

## 4. CONFLICT OF INTEREST

### 4.1 Conflict of Interest

Conflict of interest will occur when a prospective or existing private sector partner of the Municipality uses their position to advance their personal interests, the interests of an institution with which they are affiliated, or those of a close associate, in a way that disadvantages or excludes others or is otherwise detrimental to the overall effectiveness of the Municipality's programs.

The Municipality takes a broader view of the ethics of its partnerships that extends beyond the strict definition of conflict of interest. The contribution should be made in good faith, and the private sector partner should not seek to utilize their position as a partner with the Municipality, their relationship with the Municipality, or the knowledge and information they have received in connection with their relationship with the Municipality to derive direct commercial advantage related to Municipality activities and programs.

### 4.2 Material Interest

Each prospective private sector partner is required to provide adequate disclosure of any material interests that may place the various roles of the partners in conflict or result in reputational, financial, or programmatic damage due to perceptions of undue influence of the partner on the Municipality or its grant recipients. A material interest includes, but is not limited to, the following:

- a. Being a staff member or member of an organization or institution that is a Principal Recipient, Sub-Recipient, or other Implementing Partner funded by Municipality grants.
- b. Being a party to a contract, or directly involved in a transaction, for the provision of goods and services to an organization funded by the Municipality grants.
- c. Having a significant financial interest in an entity that is involved in a contract or transaction for the provision of goods and services to an organization funded by the Municipality grants, through being an owner, shareholder, or employee.

## 5. DISCLOSURE REQUIREMENTS

### 5.1 Duty to Disclose

Partners must disclose any material conflicts of interest or breaches of the principles detailed above during partnership discussions and also during the term of the partnership. Where clear breaches or conflicts of interest are identified, the Municipality will take appropriate action, including rejecting the partnership or contribution. Such measures may also be applied for perceived conflicts of interest. On an ongoing basis, existing partners are required to disclose any material interest or issue that could lead to a conflict of interest or a breach of the principles of the partnership.

### 5.2 Failure to Disclose

If the Municipality learns that a private sector partner failed to disclose a material interest or issue (as defined by the Municipality of Naivasha disclosure requirements) at the time the relationship was established:

- a. The Municipality should inform the entity of this fact and provide it with an opportunity to respond; and
- b. Where there is confirmation of a failure to properly disclose, the Municipality will take the most appropriate course of action, including, if needed, ending or revising the relationship with the entity and a public announcement to that effect.

## 6. ROLES AND RESPONSIBILITIES

### 6.1 Private Sector Engagement Committee (PSEC)

This unit will be responsible for the application and compliance of this engagement framework and due diligence procedures, and regular monitoring and tracking of partnership risks. The representative of the association of the private sector on the Municipal Board shall chair the PSE Committee.

### 6.2 Municipal Board

The Municipal Board shall be responsible for overseeing due diligence, including those related to private sector partner disclosures, as well as monitoring and supporting risk management practices by the Resource Mobilization Committee.

### 6.3 The County Attorney

The County Attorney is responsible for advising the Municipal Board on the framework applicable to proposed private sector partnerships and risks (including non-compliance risk), and negotiating and advising on contractual commitments, amendments, and addenda.

#### 6.4 Communications Department

The Communications Department is responsible for advising, developing, and implementing communication strategies relating to private sector partnerships, including any risk mitigation plans to minimize reputational risks.

#### 6.5 Audit & Risk Management Department

The Audit & Risk Management Department is responsible for assessing and advising on institutional-level risks and relevant risk mitigation plans relating to private sector partnerships.

#### 6.6 Finance Department

The Finance Department is responsible for advising on finance-related risks for private sector partnerships and advising where appropriate on related risk mitigation measures.

#### 6.7 Resource Mobilization Committee of the Board

This committee will determine the value and relevance of the prospective partnership within the Municipality context and priorities. It will be responsible for assessing country-specific risks for partnerships that involve country stakeholders, e.g., for partnerships that include restricted financial contributions, and/or service and in-kind support to grant recipients.

#### 6.8 Municipality Community Development & Social Department

The Municipality Community Development & Social Department is responsible for advising on risks for private sector partnerships relating to community impact and engagement, human rights and gender equality, and advising where appropriate on related risk mitigation plans.

#### 6.9 Other Key Stakeholders

Following the initial screening and risk assessment, the Municipal Board, PSE Committee, Resource Mobilization Committee, and/or Office of the County Attorney may involve other stakeholders depending on the nature and risk profile of the partnership.

## 7. APPROACH AND METHODOLOGY

This framework was developed through review of national and county policy documents, stakeholder consultations with public sector institutions, institutional capacity assessments, and governance and risk analysis. The approach emphasized evidence-based policy development, stakeholder inclusivity, and alignment with existing municipal development strategies.

The methodology involved collection of administrative data, sector performance reports, stakeholder engagement sessions, and institutional coordination reviews. This ensured that the framework reflects real institutional capacities, challenges, and opportunities.

The table below expounds on the same:

<b>Phase</b>	<b>Activities Undertaken</b>
<b>Phase I: Policy and Strategic Document Review</b>	<p>Reviewed relevant national policy and legislative instruments governing urban governance and public–private engagement.</p> <p>Analyzed county-level development strategies and sectoral policy documents.</p> <p>Reviewed the Naivasha Municipality Integrated Development Plan (IDeP) to identify strategic priorities and institutional mandates.</p> <p>Assessed policy coherence between national directives and municipal implementation responsibilities.</p> <p>Identified legal and regulatory provisions shaping municipal coordination with the private sector.</p>
<b>Phase II: Administrative Data and Sector Performance Analysis</b>	<p>Collected administrative data from municipal and county departments.</p> <p>Reviewed sector performance reports across infrastructure, economic development, environment, and service delivery sectors.</p> <p>Analyzed budget execution trends, revenue performance, and project implementation records.</p> <p>Assessed data management systems and reporting reliability.</p> <p>Identified institutional strengths, constraints, and implementation bottlenecks.</p>
<b>Phase III: Stakeholder Consultations</b>	<p>Conducted structured consultations with public sector institutions at the municipal and county levels.</p> <p>Facilitated stakeholder engagement sessions with relevant sector actors.</p> <p>Identified coordination challenges, communication gaps, and regulatory concerns.</p> <p>Assessed levels of institutional trust and collaboration readiness.</p>

	Documented stakeholder recommendations for improving partnership systems.
<b>Phase IV: Institutional Capacity and Governance Assessment</b>	<p>Conducted institutional capacity assessments focusing on stakeholder engagement, economic analysis, dialogue facilitation, partnership development, and monitoring and evaluation systems.</p> <p>Reviewed governance structures linking the Municipal Board and County departments.</p> <p>Assessed decision-making workflows and approval processes.</p> <p>Undertook governance and risk analysis to identify fiscal, operational, and institutional risks.</p> <p>Evaluated monitoring and evaluation mechanisms supporting development implementation.</p>
<b>Phase V: Framework Synthesis and Validation</b>	<p>Synthesized findings from policy review, data analysis, stakeholder consultations, and governance assessments.</p> <p>Designed structured coordination procedures aligned with existing municipal development strategies.</p> <p>Integrated risk mitigation and accountability measures.</p> <p>Developed monitoring and evaluation indicators to support sustainable engagement systems.</p> <p>Validated draft framework through technical review sessions with relevant institutions.</p>

## 8. SWOT ANALYSIS

### Strengths

- 1. Strong Legal and Policy Foundation**

The review of national legislation and county strategies indicates that the Municipality operates within a well-defined legal and regulatory framework supporting urban governance and structured engagement.
- 2. Strategic Alignment with Municipal Development Priorities**

The Naivasha Municipality Integrated Development Plan (IDeP) provides clear strategic direction, enabling alignment between engagement frameworks and development objectives.
- 3. Established Institutional Structures**

Functional governance linkages exist between the Municipal Board and County departments, providing a formal administrative structure for coordination and oversight.
- 4. Availability of Administrative and Sector Data**

Access to sector performance reports, budget execution records, and revenue data provides a foundation for evidence-based decision-making.
- 5. Stakeholder Willingness to Engage**

Consultations indicate openness among public institutions and sector actors to improve coordination and partnership systems.
- 6. Existing Monitoring and Evaluation Mechanisms**

Institutional M&E systems are in place, providing a basis for tracking performance and development outcomes.

### Weaknesses

- 1. Coordination Gaps Across Institutions**

Stakeholder consultations identified communication gaps and limited structured inter-agency coordination mechanisms.
- 2. Overlapping Mandates and Regulatory Complexity**

Policy review revealed potential duplication of roles between national, county, and municipal actors, creating inefficiencies.
- 3. Data Management and Reporting Limitations**

Inconsistencies in data systems and reporting reliability constrain performance tracking and evidence-based planning.
- 4. Capacity Constraints in Partnership Development**

Institutional assessments highlighted limited technical capacity in stakeholder engagement, partnership structuring, and risk analysis.

## 5. **Budget Execution and Resource Constraints**

Fiscal analysis indicates variability in revenue performance and project implementation efficiency.

## **Opportunities**

### 1. **Strengthening Intergovernmental Coordination Frameworks**

Findings support the establishment of structured coordination protocols to reduce duplication and enhance policy coherence.

### 2. **Digitization and Data System Improvements**

Investment in digital governance systems can improve reporting accuracy, transparency, and institutional efficiency.

### 3. **Enhanced Public–Private Collaboration**

Structured engagement systems can mobilize additional financial, technical, and institutional support for municipal development.

### 4. **Capacity Building and Institutional Training**

Targeted training in governance, partnership management, and economic analysis can strengthen institutional performance.

### 5. **Integrated Infrastructure Planning**

Improved coordination between land administration and infrastructure planning institutions can enhance sustainable urban development.

### 6. **Risk Management Institutionalization**

Formalizing risk screening and mitigation mechanisms can strengthen governance credibility and safeguard public trust.

## **Threats**

### 1. **Fiscal Constraints and Revenue Volatility**

Limited public investment capacity may restrict the implementation of development priorities.

### 2. **Institutional Resistance to Reform**

Change management challenges may slow the adoption of structured coordination and accountability mechanisms.

### 3. **Governance and Compliance Risks**

Weak enforcement mechanisms or inadequate oversight may expose the Municipality to reputational or financial risks.

### 4. **Political and Regulatory Uncertainty**

Shifts in national or county policy direction may affect institutional mandates and resource allocation.

## 5. Environmental and Economic Vulnerabilities

Given Naivasha's economic dependence on agriculture and tourism, environmental degradation or economic shocks may undermine development outcomes.

# 9. FINDINGS OF THE ANALYSIS

## 9.1 Institutions and Regulations

The Municipality operates within a well-established institutional and regulatory framework anchored in national legislation and county governance policies. This framework provides legitimacy, defined mandates, and procedural clarity for urban management and development coordination.

However, the analysis identified overlapping mandates among national agencies, county departments, and municipal structures, which occasionally result in duplication of functions, regulatory delays, and administrative inefficiencies. In some instances, fragmented coordination mechanisms limit information sharing and joint planning.

Strengthening intergovernmental coordination platforms, clarifying institutional mandates, and streamlining regulatory procedures will improve policy coherence, reduce bureaucratic bottlenecks, and enhance service delivery efficiency. Formalized coordination protocols and shared accountability mechanisms are necessary to optimize institutional performance.

## 9.2 Infrastructure and Land

Public sector institutions play a central role in the planning, financing, implementation, and maintenance of critical infrastructure, including roads, water supply systems, sanitation facilities, drainage systems, public utilities, and urban public spaces.

The findings indicate that while sectoral planning structures exist, coordination between land administration agencies and infrastructure planning institutions requires further strengthening. Misalignment between land-use planning and infrastructure investment decisions can contribute to land-use conflicts, informal development patterns, and inefficiencies in service provision.

Improved integration of spatial planning systems, infrastructure investment planning, and land administration processes will enhance sustainable urban development. Strengthening data sharing between agencies and aligning infrastructure rollout with municipal development priorities will further reduce planning conflicts and improve long-term urban resilience.

## 9.3 Skills and Innovation

Institutional capacity assessment revealed that public sector skills development is a critical determinant of service delivery effectiveness and governance innovation. While technical expertise exists within departments, gaps remain in areas such as data analytics, stakeholder engagement facilitation, partnership development, digital systems management, and monitoring and evaluation.

Strengthening structured training programs, promoting collaboration with research institutions, and institutionalizing digital governance systems will enhance operational efficiency. Investment in digital transformation—particularly in data management, reporting systems, and service automation—presents significant opportunities to improve transparency, responsiveness, and institutional performance.

Building innovation-oriented institutional cultures will further support adaptive governance and evidence-based decision-making.

#### 9.4 Enterprise Support and Public Finance

Public sector participation in economic development encompasses enterprise support initiatives, regulatory facilitation, public investment planning, and financial resource allocation. The Municipality benefits from existing public financing mechanisms and sector-specific enterprise development programs.

However, coordination challenges in public financing systems, variability in budget execution performance, and limited awareness among enterprises regarding available support programs constrain economic growth potential.

Strengthening coordination between municipal, county, and national financing frameworks will improve resource utilization efficiency. Enhancing transparency in enterprise support programs and simplifying regulatory procedures will promote business confidence, stimulate job creation, and foster inclusive economic development.

Improved integration of public finance planning with municipal development priorities will further ensure sustainable economic growth and fiscal stability.

## 10. MONITORING, EVALUATION, LEARNING, AND REPORTING

Monitoring, Evaluation, Learning, and Reporting (MELR) will provide a structured mechanism for tracking implementation progress, assessing institutional performance, and ensuring accountability within the Municipality.

### 10.1 Monitoring

Monitoring will be conducted through clearly defined performance indicators aligned with municipal development priorities, sector plans, and approved work programs. These indicators will measure:

- Institutional coordination effectiveness
- Service delivery performance
- Infrastructure implementation progress
- Financial performance and budget execution

- Stakeholder engagement outcomes

Departments and relevant institutions will collect and submit periodic performance data using standardized reporting templates to ensure consistency and comparability.

## 10.2 Evaluation

Evaluation will be conducted through periodic institutional performance reviews and development outcome assessments. These evaluations will assess:

- Effectiveness of coordination mechanisms
- Achievement of strategic objectives
- Efficiency in resource utilization
- Governance and compliance performance
- Sustainability of development interventions

Independent or inter-departmental review mechanisms may be applied where appropriate to enhance objectivity and credibility.

## 10.3 Learning

Lessons learned from monitoring and evaluation processes will be systematically documented and shared across municipal and county institutions. Learning mechanisms will include:

- Internal review sessions
- Inter-agency feedback forums
- Technical knowledge exchange platforms
- Documentation of best practices and implementation challenges

The learning process will inform continuous improvement of policies, coordination systems, and service delivery approaches.

## 10.4 Reporting

Reporting will be conducted through structured quarterly and annual performance reports submitted to the Municipal Board and the County Government. Reports will include:

- Progress against key performance indicators
- Financial implementation status
- Risk management updates
- Partnership and coordination outcomes
- Corrective actions undertaken

Where appropriate, summary reports may be made publicly accessible to strengthen transparency, accountability, and public trust.

## 11. CAPACITY BUILDING AND TRAINING

Capacity building and training are critical to strengthening institutional performance, enhancing governance systems, and ensuring sustainable implementation of this framework. The Municipality will adopt a structured and continuous approach to institutional development.

### 11.1 Institutional Coordination and Governance Strengthening

Capacity building initiatives will focus on:

- Strengthening intergovernmental coordination mechanisms between municipal, county, and national institutions.
- Improving governance systems, compliance procedures, and accountability frameworks.
- Enhancing clarity of roles, mandates, and decision-making processes.
- Building institutional capacity in partnership development, stakeholder engagement, and conflict resolution.

Training programs will support improved regulatory efficiency, transparency, and adherence to established policy and legal standards.

### 11.2 Public Financial Management and Resource Mobilization

Targeted training will enhance:

- Budget planning and execution processes.
- Revenue management and financial reporting systems.
- Risk assessment and fiscal sustainability analysis.
- Public investment planning and project appraisal skills.

Strengthening public financial management systems will improve resource allocation efficiency and reinforce institutional credibility.

### 11.3 Digital Governance and Data-Driven Decision-Making

Capacity development efforts will support digital transformation initiatives, including:

- Strengthening data collection, management, and reporting systems.
- Enhancing use of digital platforms for service delivery and coordination.
- Promoting evidence-based planning through improved data analytics capabilities.

- Supporting cybersecurity and data protection awareness.

Digital governance transformation will improve operational efficiency, transparency, and responsiveness.

#### 11.4 Strategic Partnerships and Knowledge Exchange

The Municipality will promote structured partnership platforms to facilitate continuous learning and collaboration. Strategic partnership opportunities will include:

- Inter-agency collaboration forums.
- Joint project planning and implementation frameworks.
- Technical knowledge exchange programs.
- Research and innovation partnerships with academic and research institutions.

These initiatives will strengthen institutional resilience, foster innovation, and support sustainable urban development.

## 12. CONCLUSION

Private sector participation remains fundamental to strengthening municipal governance, enhancing service delivery systems, and promoting sustainable and inclusive economic growth within the Municipality. Effective coordination among national, county, and municipal institutions provides the foundation for coherent policy implementation, efficient infrastructure development, and responsive public services.

The findings of this framework underscore the importance of structured intergovernmental collaboration, institutional capacity strengthening, improved data systems, and sound public financial management. By reinforcing coordination mechanisms and aligning development priorities across sectors, the Municipality can reduce inefficiencies, enhance regulatory clarity, and improve overall development outcomes.

Sustained commitment to transparency, accountability, and evidence-based decision-making will be critical to maintaining public trust and ensuring long-term institutional resilience. Through strengthened participation systems and continuous institutional learning, the Municipality will be better positioned to deliver high-quality services and achieve its strategic development objectives.

## 13. RECOMMENDATIONS OF PRIORITY INTERVENTIONS

Based on the findings of the analysis, the following priority interventions are recommended to strengthen institutional coordination, governance efficiency, and sustainable development outcomes within the Municipality:

### 13.1 Strengthen Inter-Agency Coordination Mechanisms

- Develop and formalize inter-agency coordination protocols between municipal, county, and national institutions.
- Establish structured information-sharing platforms and joint planning sessions.
- Clarify institutional mandates to reduce duplication and regulatory inefficiencies.
- Institutionalize periodic coordination review meetings to monitor progress and resolve bottlenecks.

### 13.2 Establish Integrated Infrastructure and Land Planning Committees

- Create integrated infrastructure planning committees linking land administration, urban planning, and sector departments.
- Align infrastructure investment decisions with spatial development plans and municipal priorities.
- Enhance data-sharing mechanisms between land management and infrastructure agencies.
- Promote sustainable urban development principles to reduce land-use conflicts and improve service coverage.

### 13.3 Implement Public-Sector Digital Skills and Governance Programs

- Develop structured digital skills training programs for municipal and county staff.
- Strengthen data management, reporting, and analytics capabilities.
- Support digitization of service delivery and administrative processes.
- Enhance cybersecurity awareness and data protection compliance.

### 13.4 Strengthen Joint Resource Mobilization and Public Finance Coordination

- Improve coordination between municipal and county public finance planning systems.
- Enhance transparency and access to enterprise support programs.
- Develop structured public investment appraisal and monitoring frameworks.
- Strengthen financial risk assessment and fiscal sustainability planning mechanisms.

### 13.5 Institutionalize Monitoring, Evaluation, and Learning Systems

- Align performance indicators with municipal development priorities.
- Establish routine institutional performance reviews.
- Integrate risk monitoring into quarterly and annual reporting cycles.
- Promote knowledge-sharing forums to support continuous improvement.