



Public Private Dialogue and Funding Framework

Siaya Municipality

FOREWORD

As cities around the world are confronting the challenges of expanding their economies and creating jobs, the need for collaborative work between the public and private stakeholders in urban entities has become more apparent. Public Private Dialogue (PPD) can produce outcomes that stimulate economic growth within the Municipality. The Public Private Dialogue Framework is geared towards improving consultations between the Siaya Municipal Board and the private sectors and offers a mechanism for regular public-private engagements by sub-sector or at the appropriate policy level, combined with bottom-up communication processes to ensure that local-level issues are fed into higher level policy processes; and being more responsive to private sector needs that ensure that micro-small and medium enterprises, informal firms, workers and smaller agricultural producers can voice their concerns.

Building the mechanism to achieve results can be challenging, and that is why we recognize that in our efforts to contribute to the economic growth and provide opportunities for the residents and our clients, we are fully aware and committed to ensure that the private sector rightfully play its roles and takes advantage of the created opportunities in the Municipality development and robust public participation. We also recognize that the Municipal Board and the County Government have a responsibility to ensure that a favourable business environment exists for all private sector actors; and also aware of the key constraints for different private sector entities in realising their potential to contribute to pro-poor economic growth. The role of the private sector is an integral part of Poverty Reduction Strategy Programmes (PRSPs), and in targeting services to poorer entrepreneurs, mostly composed of micro, small and medium-sized enterprises (MSMEs), informal firms and workers and smallholder farmers, is one approach towards accelerating pro-poor growth and generating employment.

Finally, we commit to build on PPD structures and process that are deliberately set up to elicit citizen participation, both informal, highly formal and structured, in policy formulation and implementation, and promote accountability of the Municipal Board.

Chairperson

Siaya Municipal Board

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ABBREVIATIONS

BMOs- Business Membership Organizations

CSO – Civil Society Organization

MDA – Ministries, Departments and Agencies

PPD – Public Private Dialogue

WG – Working Group

CHAPTER 1: INTRODUCTION

1.0 Background Information

There has been growing interest worldwide in recent years in the potential for dialogue between the public and private sectors to promote the right conditions for private sector development and poverty reduction. Public-private dialogue (PPD) works by facilitating, accelerating, or bolstering other ongoing initiatives, which without the boost of stakeholder pressure would falter or fail. The most noticeable benefits of PPD are the policy reforms it can precipitate. These can include new legislation, the amendment or removal of existing legislation, elimination or simplification of regulations and controls, standardization of procedures across different jurisdictions, and the establishment of new institutions.

A World Bank Group study into competitiveness of cities shows that public-private coalitions were behind turnaround stories in a number of successful cities. PPD is one of the tools that can help build coalitions that may play an important role in defining a city's growth trajectory. PPD can thus be a valuable addition to the toolbox of municipal or city competitiveness practitioners.

Urban centers and Cities competitiveness are currently defined largely by the competitiveness of local firms. On the assumption that constraints to growth are best known by firms themselves, it can be inferred that effective competitiveness interventions are best identified and designed through collaboration between public and private actors in cities. Public-Private Dialogue (PPD) is a useful approach to facilitate this process.

Public-Private Dialogue (PPD) refers to the structured interaction between public- and private-sector stakeholders to promote the right conditions for private sector development, improvements to the business climate, and economic development. It is about stakeholders coming together to define and analyze problems, to discuss and agree on specific reforms, and to work to ensure that the suggested solutions are implemented. This approach has gained traction in the last several years and is widely seen as an essential component of competitiveness interventions. The international community of PPD practitioners has made a major effort to collect and codify the experiences of initiating and supporting the PPD process. A "competitive city" is a city that successfully helps its firms and industries create jobs, raise productivity, and increase the incomes of citizens over time building on the existing strong social and human development, environmental sustainability and

political freedoms; and economic outcomes of cities: output and employment growth; labor productivity; and household disposable income.

1.1 Overview of PPD in Kenya

PPD in Kenya has been practiced over time- Structured PPD started in 2008 under the coordination of the Kenya Private Sector Alliance (KEPSA) which is the umbrella body for business member associations and corporates. In the public sector coordination is done by the Ministry of Industrialization and Enterprise Development. Multi-tiered platforms – Presidential Roundtable is the main PPD platform, is biannual and chaired by the President with the cabinet and all arms of Government in attendance and covers cross cutting policy issues; Ministerial Stakeholder Fora – sectoral PPD; Speakers Roundtable – private sector meet with parliament to inform laws; and Council of Governors Forum – annual Subnational PPD platform. Development partners provide financial and technical assistance to KEPSA–this includes technical input into issues for discussion, analytical pieces and policy notes.

PPD in Kenya has had some commendable results including:

- Establishment of the National Electronic Single Window and simplification of cargo clearance at the Port of Mombasa which has had a tremendous impact on easing trade logistics.
- Simplification and automation of the tax system leading to an improvement by 44 places in paying taxes indicator.
- Establishment of “Huduma Centres” for one-stop service delivery at the county level
- Establishment of commercial division at the high court to deal with dispute resolution
- Energy sector reforms leading to 20% reduction in cost of energy.
- Initiation of the construction of the standard gauge rail.

1.2 Constitutional and legal foundation for PPDs in County Governments

Table 1. Constitutional and legal foundation for PPDs in County Governments

Section	Description
Article 1(2) of the Constitution of Kenya, 2010	All sovereign power belongs to the people of Kenya. The people may exercise their sovereignty directly or through their elected representatives
Article 10 (2) a, b and c	The national values and principles of governance include; democracy and participation of the people; inclusiveness; good governance, integrity, transparency and accountability.
Article 27	The Constitution guarantees equality and non-discrimination. Hence, public participation should ensure equality and non-discrimination.
Article 33	Public participation should respect the freedom of expression of all participants.
Article 35	The Constitution guarantees the right to access information by citizens
Article 174(c)	Objects of devolution are; to give powers of self-governance to the people and enhance their participation in the exercise of such powers in decision making
Article 174(d)	Communities have the right to manage their own affairs and to further their development.
Article 184(1)	National legislation shall provide for the governance and management of urban areas and cities and shall provide for the participation of residents in the governance of urban areas and cities.
Article 232(1)(d)	The values and principles of public service include the involvement of the people in the process of policy making and (f) transparency and provision to the public of timely and accurate information.
Fourth Schedule Part 2(14)	The functions and powers of the county are to coordinate and ensure the participation of communities in governance. Counties are also to assist communities to develop the administrative capacity to enhance

	their exercise of power and participation in governance at the local level.
The Public Finance Management Act Section 207	County Governments are to establish structures, mechanisms and guidelines for citizen participation.
County Government Act Section 91	The county government shall facilitate the establishment of modalities, and platforms for citizen participation
The County Government Act Sections 94, 95,96	Counties are to establish mechanisms to facilitate public communication and access to information using media with the widest public outreach. Every county shall designate an office for ensuring access to information
County Government Act Sections 100 and 101	County governments should create an institutional framework for civic education.
Urban areas Act Sections 21 and 22	Overarching theme is participation by the residents in the governance of urban areas and cities. The Second Schedule of the Act provides for the rights of, and participation by residents in affairs of their city or urban areas.

1.3 Sustainability Challenges

- Poor coordination structures and capacity issues within the Municipality impede implementation of commitments.
- At the sectoral level, success is dependent on the leadership of the Municipal Board as there is no policy framework making it mandatory to engage or implement reforms.
- No clear support to the Municipal Board in the implementation of commitments.
- Conflict of interest among private sector players delays consensus building on critical policy issues.
- Limited technical capacity within KEPSA PPD secretariat to undertake analytics to inform policy recommendations.
- Value proposition of advocacy is hard to quantify because of the long term focus.
- Financial constraints to support implementation
- Monitoring and evaluation are weak

1.4 Siaya Municipality's Experience with PPD

The Municipality has played an important role in creating the conditions for economic growth driven by the private sector and firms, and has consistently provided information needed by the private sector despite the often struggle with fewer resources and lower capacity. The Siaya Municipal Board plans to pursue and implement a useful, structured and pragmatic PPD policy for productive collaboration between local businesses and public-sector stakeholders for the towns development.

The Siaya Municipal Board previously engaged Oasis Health, a health institution with the municipality to upgrade the CBD roundabout to ease congestion and help in directing motorised transport. In addition, it strives to bring onboard other private organisations, Non-Governmental organisations and community-based organisations.

CHAPTER 2: THE STRUCTURE, SCOPE, RISKS, AND SUSTAINABILITY OF A PPD IN SIAYA MUNICIPALITY

2.0 Introduction

Building a collaborative relationship where public and private sectors work to resolve issues to improve economic conditions, promote investment and increase employment opportunities is unto itself an incentive to develop a sustainable PPD process. The below is the overall structure of the PPD in Siaya Municipality. It is based on recognizing the role of the state (national government, county government and Municipal Board) and the private sectors (regional, national and local CSOs, formal and informal associations, among others) under working secretariats. These secretariats of the sector PPDs will provide the focus for developing the right tools and procedures for the Municipal Board and the private sector to work together to better achieve results.

2.1 Structure of the PPD

The PPD structure is actionable as the Municipality has a framework of committed Business Membership Organizations (BMOs) with sector focused associations leading the PPD secretariats. The BMOs will need to take responsibility for coordinating private sector inputs into the PPD process. This is a challenging task that requires a high level of professional commitment towards implementing the PPD process. Implementing the structure requires a clear process that brings the public and private sector together in a well-structured and properly documented and followed-up dialogue.

PPD comes in many forms. It can be structured or ad hoc, formal or informal, wide-ranging or focused on specific issues. It can be initiated by forward-thinking governments, frustrated entrepreneurs, or third parties such as international donor agencies. Sometimes it involves only a few private sector representatives, sometimes it includes labour unions and civil society groups. It can take place at local, national, or international level. It can be organized by industry sector, cluster or value chain, or it can cover cross-cutting economic issues.

The responsibility for implementing the PPD structure is shared across the public (Municipality) and private sector. The operational responsibility for implementing the PPD structure resides with the PPD sector secretariats. Secretariat functions will be administered within each sector PPD with support from peak BMOs. An important role of the secretariat is to provide access to technical input so that issues forwarded to government for discussion have a concrete legal and economic

foundation. Such analytical support can come from each party to the dialogue, the secretariat, or can be outsourced to local or, if deemed necessary, international expertise.

2.2 Scope of the PPD

The Municipal Board shall create different levels of PPD structure based at the Municipality, with the Board hosting all the secretariats formed to support the PPD processes. The sector secretariats will have a major role in coordinating the interests of the various stakeholders and their participation in the PPD.

The public sector secretariat function and the private sector secretariat functions and roles are distinct. Although they will work closely together on the facilitation and coordination of the PPD both have unique roles to play. Although the essence of the PPD in terms of delivering on the PPD process will be shared, the need to independently administer a service according to the unique dynamics of the public and private sector is critical.

Consequently, the following are key considerations for the private sector secretariats:

- Enabling its many stakeholders to participate in the PPD.

Whether engaging large corporate enterprises, MSMEs or BMOs that are established or emerging, the private sector secretariats will be required to implement a dynamic but representative PPD agenda.

In building trust for the PPD from stakeholders it is important that the secretariats are viewed as working for the greater good of the sector without undue biases that otherwise preclude the ‘voice’ of all private sector stakeholders.

2.3 Risks and mitigation strategies for PPD

There are six principal risks and strategies that can be applied to mitigate such risks. These risk factors are raised not to suggest that competitiveness partnerships are fraught with danger, but to show how awareness and careful planning can help participants avoid potential pitfalls. The risks and strategies to mitigate them are shown in Figure 1. More detailed explanations are provided below the diagram.

2.4 Lifespan and Sustainability of PPD

Table 2. Risks and Mitigation strategies

Reinforcing vested interest	Be open and transparent - Publicize quality control - Broad based
Over and under representation	Strengthening BMOs - Equal representation - Periodic review
Sustainability issues	Clear agenda and proposals - Manage expectations - Live and let die
One man shows	Foster bottom-up support - Secure written commitment - Prepare transition
Political risks	Depoliticize through outreach - Woo parliamentarians - Go local
Institutional misalignments	Embrace institutions - Use technical ministerial staff - Transfer competencies

1. Insufficiently transparent and broad-based, PPD can reinforce vested interests and create opportunities for rent-seeking behaviour.

Strategies for tackling this risk include an explicit commitment to transparency, numerous working groups to ensure a broad base, and the incorporation of monitoring and accountability mechanisms. Another way of tackling cronyism is to ensure that no topics are off limits for discussion

2. If PPD initiatives do not make special efforts to include micro, small and medium enterprises (MSMEs) and those based in provinces, they can be dominated by big businesses or businesses based in the capital city.

Strong business associations that genuinely speak for MSMEs are helpful in ensuring that the concerns of SMEs can be heard in dialogue. An alternative or complementary strategy is to pursue outreach programmes that bypass business associations and seek input directly from

individual small business entrepreneurs. The new advocacy base thus created can then be retrofitted into existing business membership organizations

3. If poorly planned and unfocused, it can degenerate into a talking shop, which leads to disillusionment, disengagement and loss of credibility, giving strength to opponents of reform and slowing down the reform process.

Developing goals, strategies, and priorities for the PPD venue or for the dialogue will lessen these problems. Meetings are less likely to degenerate into talking shops when the agenda is strict and clear and communicated well in advance, and when there are concrete proposals on the agenda that require decisions. An experienced and resourceful organizer can head off the risk of meetings being diverted into tangents by managing expectations in private conversations beforehand.

A media strategy that involves setting public objectives can put pressure on participants. Another solution to talk shops is to change the composition of working group committees, or close down some working groups and start new ones. Or, more radically, to wind up one particular PPD mechanism, and establish another

4. If built too closely around a particular individual, a PPD can risk becoming a one-man show, which collapses when the key person loses interest or moves on.

It is inevitable that competitiveness partnerships will rely to some degree on the enthusiasm and commitment of key individuals, and the personal involvement of top-level government figures is one of the determining factors of success. But building the partnership too closely around individuals is a significant risk. Outreach and public relations efforts that energize the public to look favourably on competitiveness partnerships can give individual politicians an incentive to be enthusiastic and minimize the effects of changing personnel.

Part of the problem with PPD losing steam when an individual becomes less involved can consist of unrealistic expectations initially raised by that individual's involvement

5. If not accompanied by sufficient efforts to build a broad base of support, PPD can become politicized by being closely associated with a particular party.

Leading businesspeople may also be leading figures in opposition political groups, making it difficult to persuade governments to engage or to keep a PPD politically neutral. Governments may be tempted to side-line opposition figures, with the result that PPD stands less chance of persisting across changes of administration.

An effective outreach programme can help to de-politicize the process by emphasizing the practical benefits to real people. Presentational skills are key here, as battles must be chosen carefully. It makes sense to concentrate on explaining reforms that can be framed simply so that everyone can understand.

Direct outreach to parliamentarians and local politicians including Members of County Assembly (MCAs) – indeed, to decision-makers of any political level who are in a position to facilitate or obstruct the approval or implementation of reforms – can also help to defuse political tensions.

6. If not sufficiently well coordinated with existing institutions or other dialogue mechanisms, duplication of efforts can overburden and confuse participants.

Some PPD mechanisms may, paradoxically, become victims of their own success. Similar organizations may spring up seeking to get in on the act, duplicating the work and diluting the effectiveness of the original by overburdening individuals and confusing lines of communication.

If PPD mechanisms are set up as initiatives, separate from any existing institution, it can be hard for them to avoid competing with institutions. Indeed, one of the reasons a new competitiveness partnership may be needed is that existing institutions are failing to fulfil their theoretical role.

But it is necessary to give careful thought to whether a PPD will be encroaching on ground already adequately covered elsewhere. Sponsors and donors must take care not to shortcut existing institutions, both on the government and private sector side, unless it is unavoidable. Transparency of process and inclusion of all relevant parties are the key factors in bringing this about.

CHAPTER 3: THE PUBLIC PRIVATE DIALOGUE GOVERNANCE STRUCTURE AND MANDATE

3.1 Governance of the Public Private Dialogue

The sector PPD shall be managed on the basis of accountability and transparency. The following points are important guidelines the Municipal Board will consider when constituting a proper governance structure for a PPD:

- A statement of objective which is helpful for clarity.
- A formal or legal mandate to aid in some political and economic contexts.
- Wherever hosted and whenever possible, PPD shall be aligned with existing institutions to maximize the institutional potential and minimize friction.
- Flexibility to accommodate the different levels of the capacity and mind-set of participants, and a legal mandate (law).
- Where possible, formal mandate might be signed which is a signal that can establish credibility, make continuity more probable, and enable dialogue to be better integrated into an existing institutional framework. However, energy shall not be diverted into establishing a legal status at the expense of losing momentum on substantive reform efforts.
- Existing institutions shall be capitalized on as much as possible. Even when hosted outside existing institutional frameworks, the municipal is aware that PPD is more effective when aligning its structure with existing institutional priorities and lines of command.

3.2 Policy Objective

The Municipal Board will guarantee adequate, secure and sustainable platform for public private dialogue.

Specifically, the PPD shall;

1. Engage in a regular, constructive dialogue with the municipal in order to make constructive contributions to policies, regulations and procedures that underpin the economic development of Municipal.

2. Represent the views of both the private and public sectors in Siaya Municipality, using the broadest possible participation on a voluntary basis.
3. Assist the municipality in developing the competitiveness of the private sector.
4. Work on issues of detail through working groups, sub-groups, and task forces.
5. Identify areas of difficulty for the sectors, particularly in the implementation of laws and regulations.
6. Promote financing of infrastructural needs.

3.3 Making the Structure and Mandate Actionable

To make the sector PPD structure and mandate actionable for stakeholders, the Municipality recognizes that the structure demonstrates the importance of a proper PPD that is based on best practice and adapted to the specificities of Siaya Municipality as shown below: -

3.3.1 Implementation Requirements

To implement the PPD sector structure the following is required:

- Staff the secretariat
- Build the capacity of secretariat personnel
- Conduct regular sector PPD specific and plenary meetings
- Convene working groups (WGs) around specific issues/concerns
- Reach out to county and national governments
- Maintain flexibility to develop municipal's PPD
- Conduct in-house research and analysis with the possibility to commission or outsource specific expertise
- Conduct monitoring and evaluation (M&E) of the whole process

3.3.2 Structure & Mandate Checklist

The below is a checklist for a PPD secretariat:

- Clear and approved purpose and organizational structure
- Long-term strategy and an ambitious vision

- Clear division of responsibilities
- Logistics: IT,
- Capacity to attend meetings
- Secretariat team
- Mandate
- BMO commitment
- CECM and Municipal leadership
- Materials and tools required for inputs and outputs

3.4 Principles of PPDs

Like public participation, public dialogues are based on the following broad principles which are to be institutionalised in every process of municipal governance:

- a. Timely access to information, data, documents and other information relevant or related to policy formulation, implementation and oversight; 1 Section 87 of the County Government Act 2012. Article 35 The Constitution guarantees the right to access information by citizens. Article 174(c) Objects of devolution are; to give powers of self-governance to the people and enhance their participation in the exercise of such powers in decision making.
- b. Article 1(2) of the Constitution of Kenya, 2010 all sovereign power belongs to the people of Kenya. The people may exercise their sovereignty directly or through their elected representatives.
- c. Article 10 (2) a, b and c the national values and principles of governance include; democracy and participation of the people; inclusiveness; good governance, integrity, transparency and accountability.
- d. Article 27: The Constitution guarantees equality and non-discrimination. Hence, public participation should ensure equality and non-discrimination.
- e. Article 33: Public participation should respect the freedom of expression of all participants.
- f. Article 174(d) Communities have the right to manage their own affairs and to further their development. Article 184(1) National legislation shall provide for the governance and management of urban areas and cities and shall provide for the participation of residents in the governance of urban areas and cities. Article 232(1) (d) The values and principles of public service include the involvement of the people in the process of policy making and

(f) transparency and provision to the public of timely and accurate information. Fourth Schedule Part 2(14) The functions and powers of the county are to coordinate and ensure the participation of communities in governance. Counties are also to assist communities to develop the administrative capacity to enhance their exercise of power and participation in governance at the local level. The Public Finance Management Act Section 207 County Governments are to establish structures, mechanisms and guidelines for citizen participation. County Government Act Section 91 The county government shall facilitate the establishment of modalities, and platforms for citizen participation. The County Government Act Sections 94, 95, 96 Counties are to establish mechanisms to facilitate public communication and access to information using media with the widest public outreach. Every county shall designate an office for ensuring access to information County Government Act Sections 100 and 101 County governments should create an institutional framework for civic education. Urban areas Act Sections 21 and 22 overarching theme is participation by the residents in the governance of urban areas and cities. The Second Schedule of the Act provides for the rights of, and participation by residents in affairs of their city or urban areas.

- g. Providing approved and authenticated official documents to the public for discussion. Information going out to the public should be clear and ought not to have any ambiguity;
- h. Reasonable access to the process of formulating and implementing policies, laws, and regulations including the approval of development proposals, projects and budgets, the granting of permits and the establishment of specific performance standards;
- i. Protection and promotion of the interest and rights of minorities, marginalized groups and communities and their access to relevant information;
- j. Providing multiple opportunities for public participation;
- k. Legal standing of interested or affected persons, organization, and where pertinent, community to appeal from or, review decisions or redress grievances with particular emphasis on persons and traditionally marginalized communities, including women, youth, and disadvantaged communities;
- l. Reasonable balance in the roles and obligations of county governance and non-state actors in decision making processes partnership, and to provide complementary authority and oversight;

- m. Promotion of Public-Private Partnerships (PPPs), such as joint committees, technical teams and citizen commissions to encourage direct dialogue and concerted action on sustainable development; and
- n. Recognition and promotion of the reciprocal roles of non-state actors' participation and governmental facilitation and oversight.

CHAPTER 4: THE MAIN PLAYERS IN THE PPD AND THEIR FUNCTIONS

The main components of the PPD in Siaya Municipality are defined and delineated below. The primary components are the private and public secretariats. In the case of the private secretariats, they are sector specific, while in the case of the municipal, there is one secretariat that is hosted within the municipality.

4.1 The Secretariats

4.1.1 The Municipal Board PPD Secretariat

The Municipal Board PPD secretariat will provide the coordination and facilitation services that are fundamental to developing a sustainable PPD.

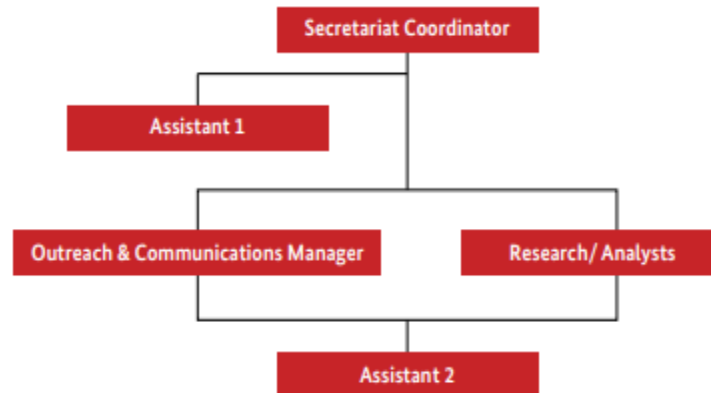


Figure 1 Suggested Secretariat Structure

4.1.2 Sector Secretariats

The secretariats have no decision-making or policy-making powers. Their principal role is to facilitate dialogue and the implementation of reforms that have occurred as a direct consequence of implementing the PPD framework. It is envisaged that as the PPD evolves, development partners such as donor organizations and other interested members of the private sector will reach out to the secretariat to either support its functions or to be supported by it.

The secretariat will seek to work with stakeholders that support its objectives of transparent, accountable PPD that is intended to provide tangible impacts to the economic growth of Siaya Municipal.

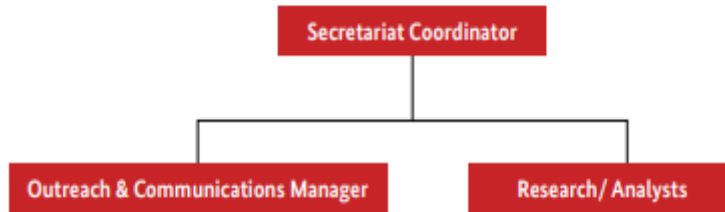


Figure 2 Suggested PPD Structures for the Smaller Sector Secretariat

The activities of the secretariat as a function that exists within peak industry BMOs is designed to enhance the capability of the host institutions to make them stronger advocates for their members. In strengthening the important advocacy function this should build confidence in these institutions and consequently increase demand for their services. Ultimately this will promote institutional sustainability and strengthen the PPD as a long term, sustainable proposition.

4.1.3 The Role of the Working Groups and Steering Committee of the Secretariat

The secretariat may supervise and coordinate the activities of several working groups. In order to enable the working groups to focus effectively on technical issues and call upon quality technical expertise, they shall be organized according to one or more of the following: industry cluster (e.g. agriculture, manufacturing, etc.) by policy (e.g. taxation, deregulation, infrastructure, or labour) or by geographical location, as shown below: -

Table 3. Work Group Organization

No	Primary/Main Targeted Areas	Municipal PPD
1	Institutions and regulations	<ul style="list-style-type: none"> • Land and property tax regimes. • Local business regulations: taxi, trade, alcohol licenses and permits etc. • Specific TIF and infrastructure levies.

		<ul style="list-style-type: none"> • Business Improvement Districts. • Control of safety standards implementation.
2	Infrastructure and land (and services)	<ul style="list-style-type: none"> • Specific local infrastructure issues: road repairs, water supply, sewage, etc. • Quality of public transport including accessibility of specific areas. • Other local services: garbage collection, street cleaning, parking, signage etc. • Access to specific land plots and linking them to infrastructure. • Zoning and other planning and land use restrictions. • Liveability and quality of public spaces. • Safety and policing
3	Skills and innovation	<ul style="list-style-type: none"> • Facilitating contacts between businesses and local education and research institutions to improve knowledge sharing. • Building local business networks and associations. Forums and events to support local inter-trading and strengthen supply chains. • Training schemes targeting specific skills gaps. • Establishing contacts between local companies and national/global leaders in the sector
4	Enterprise support and finance	<ul style="list-style-type: none"> • SME and entrepreneur training and support centers. • Small matching grants. • Access to finance advice. • Targeted investment promotion and investor retention programs

The figure below shows the secretariat with the steering committee and working groups.

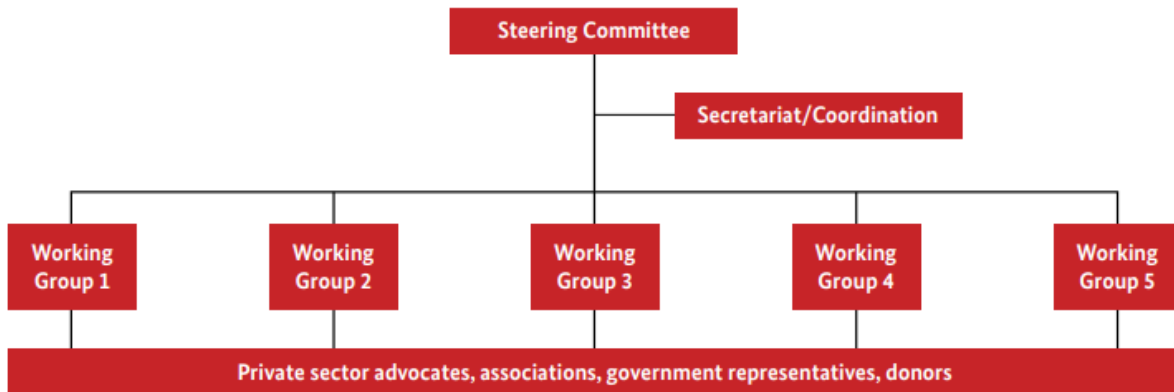


Figure 3 Steering Committee, Secretariat, and Working Groups

4.1.3.1 PPD Sector Secretariats Tasks and Responsibilities

As part of their daily operations, the PPD sector secretariats will work to monitor the progress on the issues that were raised, monitor implementation of decisions made during the PPD and disseminate information to relevant stakeholders in the business community, the municipal board and development partners.

The following are the specific tasks and responsibilities that the sector secretariats will undertake:

1. Promote a strong private/public partnership between the private sector and the municipal.
 - a. Promote the Municipal sector PPDs within the business community and raise its professional and political profile.
 - b. Act as an honest broker in the best interest of the private sector to foster good working relations between the business groups and government counterparts to support and promote policy initiatives that emanate from the municipal
 - c. Conduct follow-up dialogue with the Government Counterparts on the various issues raised at meetings conducted under the sector PPD process.
2. Work closely with the government counterparts, business groups and donors to organize any plenary meetings that may be organized to bring all sector PPDs together for a PPD Forum meeting.
3. Act as a resource centre and single contact point for the private sector. Coordinate inputs from and work with individual business groups on the identification of policy issues and preparation of recommendations to the municipality.

- a. Provide necessary support to enable better participation of the sector PPDs to pursue common issues of interest to the private sector.
- b. Coordinate the activities of the working groups and input to the regular PPD meetings to ensure that the interests of all private sector players are fairly and adequately reflected in all PPD activities.
- c. Monitor progress and disseminate information to all participants.
- d. To have strong research and analysis capabilities so as to provide evidence-based agendas to the sector PPD for working groups and other activities.
- e. Commission specialized research or consultancies in complex issues when needed, provided that budgetary and leadership approvals allow such an undertaking

4.1.3.3 Secretariat Staff

Staffing of a PPD secretariat depends on the level of maturity of the PPD itself. When starting a PPD, the critical issue is to enable the public and private sectors to start engaging on an agreed agenda as soon as possible. The analysts' work may be supported from time by experts and specialists in preparing their analysis of the issues. In this instance, at a minimum the secretariats should be staffed by:

- Coordinator
- 1-2 analysts, including a communications officer
- 1-2 assistants

Depending on the demand on the PPD sectors and the responsiveness of the municipal to the PPDs, the staffing can be expanded. This increase can include additional researchers, deputy programme managers, communications experts and additional administrative assistants.

The Secretariat Coordinator Functions:

- The role of the Coordinator is to enable participation into the sector PPDs and to manage outputs and support the implementation of decisions.
- The Coordinator, regardless of sector PPD, will play a critical role in coordinating, facilitating, and administering the PPD process.

- The Coordinator will also be in a position to facilitate public and private sector counterparts to work on cross-cutting strategic issues that are relevant for the sector and, potentially, cross-sector PPD.
- The Coordinator will facilitate the dialogue between the municipal and private sector on private sector development (PSD) issues and on the progress of reforms. This includes working closely with development partners to ensure that within their economic growth programmes, the issues of the sector PPDs are addressed in line with the priorities agreed within the sector PPDs.

The Secretariat staff will be responsible for the following functions:

Project management

- Participate in the elaboration or adjustment of Municipal PPD sector forum framework or mandate.
- Lead the implementation of the PPD activities.
- Facilitate dialogue and liaison with the municipal and the private sector including MSMEs and the governorates.
- Share best practices, knowledge and identify synergies with other PSD activities in Municipal.
- Develop evidence-based analysis to support the PPD agenda.
- Coordinate with donors on technical assistance related to PPD activities.

Facilitation

- Ensure smooth functioning and enhance the effectiveness of the sector PPDs.
- Secure support for the structure of the PPD by stakeholders and work to achieve appropriate participation from the public and private sector.
- Ensure that the partnership stays on course and that the issues raised by the working groups along with their recommendations are presented effectively for the purpose of informing municipal's counterparts on options and best practice for change.
- Act as an honest broker to foster good working relations between counterparts to support and promote reform initiatives that emanate from the sector PPDs

- Work actively with the municipal secretariat in organizing regular PPD sector Working Group or other meetings.
- Facilitate the continued development of the working groups by acting as a resource and contact point for the private sector and by assisting the private sector in the formulation of issues and recommendations at working groups and the Forum

Technical assistance and communications

- Ensure effective dissemination of information to the stakeholders and the larger public, in particular promoting issues, outcomes and impacts of the sector PPDs to support the implementation of decisions made.
- Build the capacity of the host BMOs to improve their ability to participate in the PPD

4.1.3.4 Budgeting for the Sector Secretariats

Secretariats need funding. However, the Municipal shall strive to encourage the local stakeholders to see their participation in dialogue as a matter of personal commitment to the greater good, rather than self-interest

The budgeting for a PPD secretariat staff and activities may include the following:

- Salary of one coordinator.
- Salary for an assistant to the coordinator: An assistant or a junior coordinator ensures continuity or specialization.
- Salary or consulting fees for technical experts. For this, a lawyer and an economist will be on staff of the PPD, but the cost may warrant hiring consulting expertise when needed instead.
- Salary for an office assistant in charge of logistics: Salary for an office assistant in charge of logistics, procurement of logistics, procurement, and even translation.
- Operating cost since the secretariat is hosted by an existing structure (governmental office, business association, donor's office),
- Activities cost: Depending on the output of the secretariat, the cost will vary

4.1.4 Role of Consultants, Analysts, Lawyers, Economists and other experts

The sector PPDs will address many challenging issues. These issues can range from policy to taxations. Where municipal and private sector technical counterparts require additional expertise to that which exists within the secretariats then consultants and other experts shall be engaged. Research and other studies requiring the support of specific technical expertise (e.g. lawyers, economists, consultants) shall be engaged on issues where public and private stakeholders have expressed a clear demand for additional insight and expertise. The experts will be prepared to address PPD related meetings to discuss the work that they have undertaken as required.

4.1.6 Communication Channels

PPD is built on the principle that an outcome-oriented dialogue will result in tangible improvements to the business enabling environment. Where communication is efficient, constructive and solutions-based then the PPD has a high chance of success. The PPD structure illustrates the lines of communication that will need to exist between stakeholders to make the PPD work. Lines of communication will need to be developed amongst the following stakeholders.

A direct working relationship will need be established with all stakeholders for the structure to be effectively implemented. To fully comprehend all stakeholders, the following will need to be undertaken by the secretariat:

- A Stakeholder mapping exercise
- A contact database established
- A distribution system needs to be established that will provide the following:
 - Regular updates of the progress of PPD Sector Working Groups and other activities
 - Progress Reports of all sector PPD activities
 - Follow-up on implementation
 - Analysis, research and other information that may be relevant to stakeholders

4.1.7 PPD Sector Dialogue Platforms, i.e. Working Groups, Sub Committees, Task Forces

The sector PPD is a platform for the public and private sectors to meet. The platforms can be further divided into functions that may include Working Groups, Committees, Sub Committees, Task Forces and Workshops. Working Groups are the most commonly termed platform for structured PPD.

Organizing and managing the working groups are major functions of the public and private sector secretariats. It is the working group where agenda items are discussed between technical counterparts in government and the private sector. Working groups drive the demand for inputs such as research, position papers and other analysis. the regularity in which working groups are held are often the litmus test of the health of a PPD.

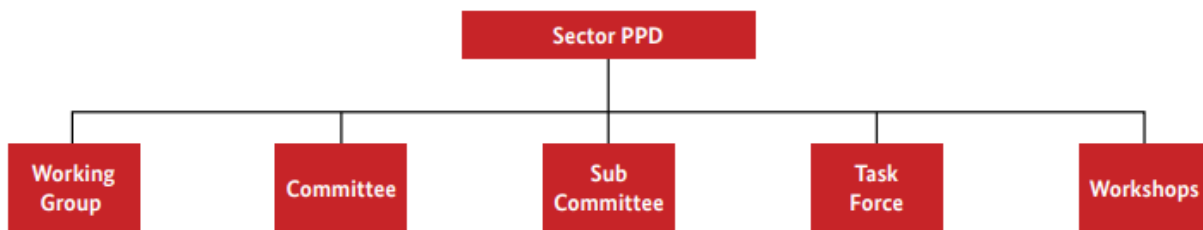


Figure 4 Sector PPD Platforms for dialogue

4.1.7.1 Working Groups

Building routines for the preparation, conduct and follow up to working groups and other platforms under the Municipal PPD structure are the subject of this section.

Working Group Meetings

WG meetings are often the focus of the overall PPD. A WG is a technical level meeting. The relative health of a WG i.e. whether it is meeting, whether the right participants attend, whether decisions are made, and whether there is implementation, can dictate the success, or not, of the sector PPDs.

The WG is universally considered as the lead platform for PPD discussions. In some instances, the PPD can be supported by other activities such as task forces, sub committees or workshops. In this instance, the structure would have the other activities emanate as outputs of the WG consultations as per figure below: -

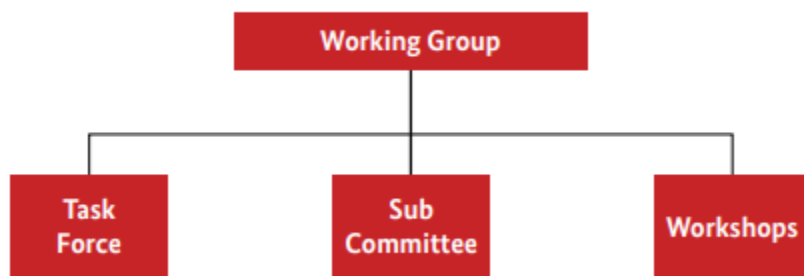


Figure 5 Working Group Structure With Task Force, Sub Committee and Workshop Activities

Working Groups in this context are the main meetings between the municipal and private sector.

Based on the Agenda prepared by the private sector prior to the WG meeting, relevant municipal departments and technical leads will use the Agenda to investigate how to resolve the problems raised by the private sector. Thus, every Agenda sent to the municipal must be in a final form, with no errors or omissions. All studies, documents related to the discussion must be sent with the Agenda to ensure that the municipal is well aware of the issues to be discussed, and has prepared its position for discussion in the WG.

Participants: The Municipal Manager or co-chair of the respective WG, representatives of BMOs, stakeholders that have raised problems that are on the Agenda that will be discussed in the Working Group, and other active members of the sector PPD. Experts and advisers may be invited to provide expert opinions if necessary.

Chair of the meeting: During the WG meeting, the Municipal Manager or administrator shares responsibility for managing the meeting with the CECM Co-Chair.

Before the meeting: The WG meeting is usually held at a municipal's relevant to the sector covered by the Working Group. The private sector secretariats will have to work closely with the Municipal's secretariat focal point to organize the meeting. The secretariats will follow the steps outlined below:

- Send a letter to the respective government Co-chair to propose a date for holding the Working Group meeting.

- This letter will include the Agenda developed by the sector PPDs, in both English and Kiswahili
- Follow up with the CECM-County Government Co-chair's assistant or the Municipal's secretariat to confirm the date proposed for the meeting.
- Send out email invitations to meeting participants at least 10 working days in advance. If the invitation is in the official language, attach the translation in English and also attach versions in English and the official language of all documents required for the meeting, including the Agenda and any Laws/ Regulations that will be discussed.
- Confirm participation of the CECM Co-Chair, key active members and persons who have raised issues that will be discussed in the Working Group meeting.
- Send a list of the private sector representatives who have confirmed that they will attend the meeting to the focal point of the ministry so that seating for them can be arranged.
- Work closely with the Municipal's focal point to arrange logistics for the meeting such as booking a translator, translation booth and headsets for all participants.
- Send out a reminder email to all who have been invited to the WG meeting at least one day in advance. In the email, remind participants to bring their own set of documents pertaining to the meeting which were sent to them with the meeting invitation. These include the Agenda, the matrix of issues under discussion with the government, and any laws/regulations etc. that will be discussed.
- Remind participants that copies of these documents will not be provided to them at the meeting.
- Make 10 copies of the proposed Agenda for the Co-Chairs and any senior government officials that attend.
- Add to the Agenda material any studies, analysis, position papers that relate to the agenda.
- Check the recording device and microphone to make sure that they are working properly and make sure that the battery is fully charged. Bring spare batteries in case these are required. If the machine uses tape to record sound instead of recording sound digitally, bring an adequate supply of tapes.

4.1.7.2 Task Forces, Sub Committees & Workshops

During the WG sessions it is expected that decisions will be made in regard to the well prepared, evidence-based agenda. There are, however, issues that will require further public and private sector consultations. WGs are technical level discussions.

Task Force: A task force meets with a limited objective. It will be created to include technical counterparts from the public and private sector. The purpose of the Task Force will be to provide an intense focus on an issue that could not be resolved in the WG but where the reason for it not being resolved is agreed to be a matter of further discussion. This could include, for example, the wording of a new regulation, the change of a tax code or a customs exemption.

Subcommittee: A subcommittee may be formed under the WG to be a permanent or semi-permanent body that focuses on a specific issue. For example, a subcommittee may be formed to draft and or review legislation or policy. It could also be formed to create a body that can provide input on agriculture tariffs. The subcommittee reports to the WG.

Workshops: The WG may agree that a particular issue requires a more thorough overview than is provided in a WG meeting. In this instance a Workshop may be created. The Workshop will seek inputs from various stakeholders that may or may not be regular participants in the WG or other sector PPD activities. The findings of the Workshop will be reported to the WG

CHAPTER 5: MEETING ORGANIZATION AND ADMINISTRATION

5.1 Introduction

To raise the quality of the PPD and to monitor progress on issues raised by the private sector, the secretariats shall coordinate overall activities (e.g. working groups, governorate level PPD, MSME demands and issues, sector workshops) with the Municipal's secretariat. As stated earlier, sector secretariat coordination is also beneficial as it increases the capacities and scope of the PPD.

Developing a high level of coordination between the public and private sector secretariats will build a strong relationship that is based on implementing the PPD framework. Work between the secretariats will focus on creating, among other things, plenary meetings for the sector PPDs, following up on issues and ensuring that key stakeholders attend the PPD meetings as they occur.

Meetings with public and private sector stakeholders is a fundamental activity for the PPD. The efficient implementation of meetings where stakeholders are able to focus on resolving important issues relating to municipal's future economic development is a critical task for the PPD secretariats.

The PPD meetings, however, are dependent on key stakeholders participating:

- The Municipal's PPD secretariat will need to utilize the convening power of the Urban and Cities act and the CoK 2010 to have government delegates attend PPD meetings that can make decisions on behalf of the Municipal

The secretariats play an important role in orchestrating the PPD events to take place by developing a representative agenda, providing independent analysis and undertaking the relevant public and private sector liaison work.

5.1 Implementation Requirements

Close coordination between the public and private sector PPD sector secretariats is essential for implementing a successful PPD

5.2 Staffing to include

All secretariat staff, private sector PPD stakeholders (mainly BMOs) and public sector representatives with authority to make decisions during the PPD meetings. Staffing can be

augmented with external experts e.g. lawyers, consultants, researchers, secondees from international BMOs

5.3 Meeting Organization and Administration Checklist

- Secretariat Project Manager & Assistant
- Contacts database
- Proposed Agenda
- Analysis & research
- Venue
- Logistics e.g. IT, vehicle, printed materials

5.4 Stakeholder identification, outreach and communication

Sector PPDs shall have a specific and recognizable set of stakeholders.

5.5 The Role of MSME BMO in Sector PPD

PPDs are mechanisms that enable BMOs to transparently and accountably champion issues on behalf of their members. This is an important function for a BMO as advocacy is one of the pillars of any BMO, and the municipal will ensure that there the PPD will enable BMOs to fulfil their strong advocacy function, and with BMO co-chairing the sectors.

5.6 The SOP for electing a Chair/Co Chair is as follows:

In the sector PPDs, the Chair/Co-Chair within the current sector PPDs is the elected Sector Head. Where the sector PPDs increase stakeholder involvement or where new sector or cross sector PPDs are added, or in the instance where there are no sector heads elected due to the relative immaturity of the respective BMO or for any other reason that has precluded the nomination of a sector head under the current frameworks in the Municipal, then the following SOP for electing a Chair / Co-Chair can be utilized.

Steps for selecting a sector PPD Chair or Co-Chair:

1. The secretariats will develop a concise list of BMOs that will be core members of the sector PPD. (See secretariat roles & responsibilities).
2. The secretariat will draft a ToR for a Chair Co Chair. This should include a term limit as per the term allowed for existing sector Heads in the Municipal.
3. This draft ToR should be circulated to the private sector.

4. A meeting of these Core BMOs should be held. This meeting can be called a ‘Private Sector Working Group’ (PSWG).
5. The PSWG will agree a ballot process for electing a Chair / Co Chair.
6. A quorum of representatives should agree on the procedure for electing a Chair / Co Chair.
7. During the PSWG, nominations can be put forward for the position of the sector PPD Chair / Co Chair.
8. Depending on the ballot process the BMOs will either vote secretly or otherwise elect a Chair / Co Chair.
9. The Chair / Co Chair is elected.
10. The sector secretariat will communicate the decision to all sector PPD Stakeholders.
11. The sector secretariat will formally notify the Municipal’s PPD secretariat of the name of the elected Chair / Co Chair.

5.7 Inter-County and National governments focal persons

The private sector PPD secretariats do not function in isolation. Not only do they need to be open to participation from all relevant private sector entities but they also need to work closely with both the County and National government counterparts.

The CECM will be nominated as the ‘Focal persons’ to work directly within the sector PPDs. There will be, however, times where the secretariat will be required to work with more than one Ministry. As the PPD develops further, it is likely that the sector PPDs will need to identify several focal persons throughout the government.

5.8 Development partners and other stakeholders

Sector PPDs will become an important interlocutor for development partners and other private sector stakeholders in the Municipal. All stakeholders are important to the PPD process as they contribute, within their own capacities, to achieving results. To reinforce the role of BMOs in leading the sector PPDs, regular meetings with the focal persons shall take place. During these meetings, the secretariats will brief participants on the PPD process. Further, they can be opportunities to discuss outputs and outcomes from the PPD and to seek development partner collaboration as required.

5.9 Arranging Meetings

It is important that the sector PPDs establish a routine between the key stakeholders. This routine should revolve around an agreement to conduct meetings on a regular basis. This can be as frequent as required. Depending on the sector PPD, the number of issues, and the relative complexity of the issues there may be an agreement for meetings at longer six-week intervals. There should not be, however, long intervals between meetings. This is particularly relevant at the initiation phase where the PPD routine is being established.

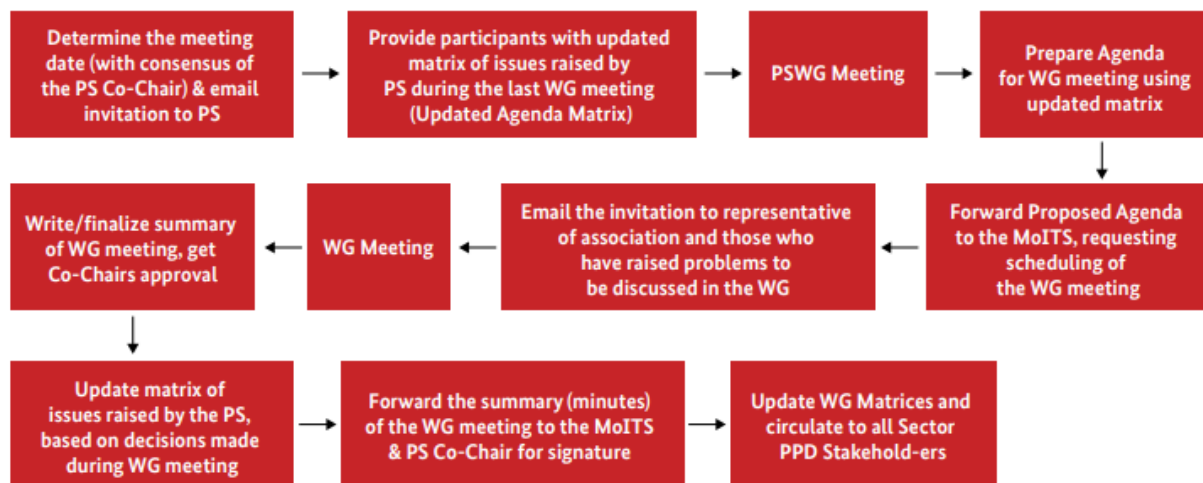


Figure 6 Complete process for Working Group Meeting management

Once the private sector has undertaken its internal processes to decide to conduct a meeting the process for arranging a PPD meeting should take the following form:

1. Municipal and private sector secretariats agree on a meeting date for the respective sector PPDs.
2. Once the date has been arranged a meeting should be agreed.
3. Private Sector Working Group (PSWG) meeting to develop agenda. The sector PPD secretariat needs to manage the development of a PPD Sector Agenda. The meeting arranged to manage this can be called the Private Sector Working Group (PSWG).
4. The secretariat will schedule the PSWG to develop a WG agenda after consulting with the Sector PPD Chair / Co-Chair.
5. The PSWG will be invited to the meeting.
6. The PSWG will be requested to consult with their BMOs to identify issues for consultation in the forthcoming WG.

7. Issues submitted prior to the PSWG will be nominated for inclusion in the agenda.
8. Other issues, considered urgent, can also be nominated.
9. The PSWG will agree on priority items for the agenda.
10. The secretariat will create the agenda.
11. The PSWG will agree on issues that require detailed evidence-based analysis.
12. The private sector PPD secretariats should forward the agenda to the Municipal for consideration.
13. The Municipal reviews the agenda and can return the agenda with inclusions in regards to possible issues that it would like to add for the purposes of consultation during the sector PPD.
14. The Sector PPD invites stakeholders to the PPD. It must be stressed that the most relevant and representative BMOs should be invited to the PPD meetings. It is less relevant to have large numbers to the PPD as it is to have the right representatives present

5.9.1 Meeting Preparation and Conduct of the Meetings

- Prior to the PPD meetings, the secretariats from both the Municipal and the private sector shall reach out to stakeholders to ensure that they are present during the meeting.
- The meetings shall be conducted as formal, structured meetings, unless otherwise agreed upon
- The secretariats need to take detailed minutes during the PPD Sector meetings.
- When the meetings start the minutes from the previous meetings will be reviewed and the agenda distributed to all present.
- During the PPD meetings, the Municipal and the private sector may agree that an issue needs to be followed further. This needs to be captured in the meeting summary. The meeting summary shall then inform the sector PPD matrix.
- As per the secretariat's roles & responsibilities it is their responsibility to follow up issues with the respective public or private sector stakeholders to undertake the agreed next step.
- The minutes of meetings will be circulated and approved by the participants before any action based thereon is taken.

5.9.2 Meeting Summary

The Meeting Summary is an important output from the meeting. It shall be comprehensive and accurate. To ensure accuracy, permission may be requested of the meetings Chair / Co-Chairs to record the meeting. This recording can then be used by the secretariat to ensure that it has correctly captured the discussion, questions and decisions from the meetings. This is a critical role for the secretariat. Trusted meeting summaries are an important tool for providing accountability to stakeholders present and for those that were unable to attend

The format for the meeting summary will include the following:

1. Identify the sector PPD Meeting
2. Date
3. Attendees
4. Introduction of agenda
5. Summary of response to each agenda item
6. Other business

5.10 Meeting Follow-Up

There shall be a professional process for following up on issues raised during PPD sector working groups and related meetings. Therefore, the secretariat shall develop capacity in organizing meetings and their administration. Coordination with Municipal's PPD secretariat counterparts and private sector stakeholders is essential.

5.10.1 Meeting Follow-Up Check List

- Public and private sector stakeholder lists
- Identification of key focal persons across the County and National Government
- PPD Sector Analyst for preparing summaries and other research as required
- Logistics e.g. IT and transportation
- Identify consultancy service providers e.g. consultants, research institutions, universities.

5.10.2 Meeting Conclusion & Follow-Up

Once the meeting summary has been prepared, the following steps shall be undertaken to finalize and circulate the Meeting Summary:

1. Meeting minutes need to be prepared by the relevant secretariat and shared to all stakeholders for comment and or amendment.
2. This Summary as prepared by the secretariats will then be shared with the Municipal PPD secretariat
3. Pending feedback from the Municipal's PPD secretariat, this PPD Sector Meeting summary will be circulated to stakeholders.

This process will build confidence in the PPD as transparent and results orientated. The findings from the meeting summary will be used to update the Progress Matrix or other monitoring tools for the PPD. These summaries of the status of various issues raised within the PPD will then be circulated to stakeholders.

5.11 Monitoring the Meeting Results

Secretariats shall insure that the results from organizing and administering the PPD create impact for stakeholders by following up on decisions made during PPD meetings, in order to instil the need to create an accountable sector PPD process.

Meeting Results Monitoring Checklist

- Agenda Matrix
- Progress Matrix
- Secretariat team
- Contact Database
- Logistics; IT & Vehicle

5.12 Action Plans Planning

PPD events is an ongoing role of the PPD secretariats. PPD events may multiply for the secretariat depending on the number of issues that it is managing and the demand from Municipal and private sector stakeholders for meetings, research and agenda development. Action Planning is not only

for developing a framework for moving issues forward, but it is also a constant part of maintaining an active sector PPD where each PPD member can plan for his or her role and set of deliverables.

Steps to be undertaken for the Action Plan

Identify actions that need to be undertaken by the secretariat to make it responsive to the outcomes of meetings. Whilst the PPD sector secretariats are service-orientated they also are fundamental to keeping the PPD progressing. Creating an Action Plan that is regularly updated and comprehensive will be of assistance to the secretariat and all stakeholders that are engaged in supporting the PPD process.

The secretariat will to develop a simple task-oriented spreadsheet detailing:

- Issue
- Cascade Action Steps
- Stakeholders
- Key dates for achieving action steps

The municipal will adopt the following format for the Action Plan

Table 4 Action Plan

No	Item	Action	Date	Responsibility	Comment

5.13 Follow-up – the importance of outreach to all responsible agencies

A transparent accountability tool such as a Progress Matrix increases transparency amongst all stakeholders. It will be updated frequently with inputs from the stakeholders that are identified in the column marked ‘Responsibility’

5.14 Communications

The sector secretariats are service providers. The participants want to benefit from the service and be supplied with relevant and timely information. Information that will be communicated to stakeholders includes the following:

- Meeting summaries
- Progress matrices
- Draft Agendas
- Research and Analysis e.g., Position Papers
- Meeting dates, times & venues

5.14.1 Communications Check List

- Contacts Database
- Meeting summaries
- Progress matrices
- Draft Agendas
- Research and Analysis e.g. Position Papers
- Meeting dates, times & venues
- Logistics; IT

5.14.2 Sector PPD Stakeholder Outreach

Stakeholder outreach is the function of the secretariat that seeks to ensure that all relevant stakeholders are included in the sector PPD. The function of outreach is to pro-actively seek out stakeholders and encourage their engagement in the PPD. Outreach should include BMOs, MSEs, enterprises that are in the Municipalities and in the county government. Stakeholder Outreach shall be an ongoing activity for the PPD.

Annexes

1. **Progress Matrix-** The Progress Matrix is populated principally from the PPD Working Group / Meeting Summaries and the Meeting Agenda. This Progress Matrix shall be used as an important monitoring tool and reference guide for all stakeholders working on the relevant sectors.

Issue No.	Issue Description	Recommendation	Responsible Municipal's Dept/ Agency/ BMO	Next Step	Date	Current status
1						
2						
3						

2. **Position Papers-** Position Papers are a tool used within PPD to define an issue and identify recommendations. Position papers should provide the PPD with an insightful overview of a particular challenge. Depending on the issue and the conventions developed by the sector PPDs, Position Papers will be prepared for each agenda item or only those where stakeholders require further information.

The dependence on the Position Paper to be a fact-based brief on particular issues can build demand for secretariat services and increase trust between stakeholders.

- Executive Summary
- Introduction
- Relevance and Importance of the Issue
- Key Stakeholders
- Challenges
- Missed Opportunities
- Recommendations
- References

The Position Papers shall be forwarded to stakeholders in the PPD Working Group or another meeting well in advance. Follow-up may be undertaken by the secretariats prior to the Working Group or other meeting.