



**COUNTY GOVERNMENT OF BUSIA**  
P.O. BOX PRIVATE BAG – 50400  
BUSIA, KENYA

**COUNTY TREASURY**



**DIRECTORATE OF ECONOMIC PLANNING**

**BUSIA COUNTY STOCK TAKING IMPLEMENTATION PLAN**

**2026**

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# Acronyms and Abbreviations

Acronym	Full Meaning
A&E	Accident and Emergency
ATC	Agricultural Training Centre
CAIPS	County Aggregation and Industrial Parks
CEC	County Executive Committee
CECM	County Executive Committee Member
CIDP	County Integrated Development Plan
COB	Controller of Budget
ECDE	Early Childhood Development Education
FY	Financial Year
GoK	Government of Kenya
HDPE	High-Density Polyethylene
H.E	His Excellency
ICU	Intensive Care Unit
ICT	Information Communication Technology
KDSP	Kenya Devolution Support Programme
KES	Kenyan Shilling
LREB	Lake Region Economic Bloc
PPP	Public Private Partnership
SOPs	Standard Operating Procedures
VTC	Vocational Training Centre

## Forward

The implementation of public projects is the primary vehicle through which the County Government of Busia delivers on its development agenda and improves the livelihoods of its residents. Following the comprehensive Project Stock-Taking Exercise conducted between November 2025 and February 2026, it is evident that while we have achieved 82.5% project completion rate, significant challenges remain regarding stalled projects, financial sustainability, and asset maintenance.

This Implementation Plan serves as a strategic roadmap to operationalize the recommendations arising from the stock-taking report. It translates our findings into concrete actions designed to revive stalled investments, enhance inter-departmental coordination, and institutionalize robust monitoring frameworks.

I am confident that the execution of this plan will mark a turning point in how we manage public resources. By addressing the systemic bottlenecks identified particularly in the Agriculture and Health sectors where stalling rates are highest, we will restore public confidence and ensure that every shilling invested yields tangible benefits for the people of Busia.

I call upon all County Executive Members, Chief Officers, and Directors to align their departmental work plans with this implementation framework to ensure seamless execution.



**Andrew Nakitari- CECM County Treasury and Economic Planning  
County Government of Busia**

## Acknowledgements

The formulation of this Implementation Plan was made possible through the collaborative efforts of various county officers and stakeholders dedicated to improving project delivery in Busia County.

We extend our sincere appreciation to the County Secretary and the entire County Projects Implementation Unit for their strategic guidance. We also acknowledge the technical input of the Directorate of Economic Planning/Monitoring and Evaluation and appreciate the contributions of the implementation unit for their invaluable time and effort as listed in Appendix 1 below.

We thank the Chief Officers and technical teams from all ten departments for their cooperation in identifying priority areas for intervention. Their commitment to rectifying the anomalies identified during the stock-taking exercise is commendable.

Finally, we appreciate the support of our development partners, including the World Bank and the State Department of Devolution, whose continued support through the KDSP II program strengthens our capacity for public financial management and governance.



**Ahmed Adan Hefow**  
**Ag. Chief Officer Economic Planning**  
**County Government of Busia**

## Executive summary

This Implementation Plan has been developed in response to the findings of the Busia County Project Stock-Taking Report 2026. The report assessed 2,125 projects implemented between the 2013/2014 and 2024/2025 financial years. While the county achieved an overall completion rate of 82.5% with Public Works and Water sectors performing exceptionally well, the exercise unearthed critical gaps that threaten development gains.

A total of 110 projects (5.2%) were identified as stalled, with the Agriculture sector recording the highest stalling rate at 26.9%, followed by Health Services. Key bottlenecks identified include financial sustainability risks (pending bills and irregular funding), lack of maintenance frameworks for completed assets, weak inter-agency coordination, and data management deficits.

This Plan outlines a structured approach to address these challenges over 2013-2025 fiscal year. It prioritizes the revival of stalled high-impact projects, the institutionalization of Operation and Maintenance (O&M) frameworks, and the strengthening of Monitoring and Evaluation (M&E) systems. The plan requires an estimated KES 150 Million (to be determined via specific assessment) for immediate revival of critical stalled works and requires concerted efforts in budgeting and capacity building. Successful implementation will shift the county's focus from project construction to sustainable service delivery.

# 1. Introduction

## 1.1. Background

Busia County, a gateway to the East African Community, has undertaken significant development initiatives over the last decade. To ensure accountability and value for money, a county-wide project stock-taking exercise was conducted. The findings revealed a mixed picture of success and challenges. While infrastructure in roads and water is robust, sectors like Agriculture and Health face systemic implementation hurdles.

## 1.2. Overall Goal

To ensure efficient, transparent, and sustainable completion of county projects, improve service delivery, and strengthen institutional capacity for future project planning, implementation, and monitoring.

## 1.3. Strategic Objectives

- **Complete all stalled projects** by addressing bottlenecks (funding, procurement, technical).
- **Accelerate ongoing projects** to ensure timely completion.
- **Enhance sustainability** of completed projects through operational and maintenance frameworks.
- **Strengthening project management systems** for better planning, monitoring, and reporting.
- **Improve inter-departmental and inter-governmental coordination.**
- **Enhance stakeholder engagement and accountability.**

## 1.4. Purpose of the Implementation Plan

The purpose of this plan is to translate the recommendations of the Stock-Taking Report into actionable steps. It aims to:

1. Provide a roadmap for resolving stalled projects.
2. Guide the allocation of resources for maintenance and completion.
3. Strengthen the project management lifecycle to prevent future stalling.

## 1.5. Scope

This Implementation Plan is derived from the findings and recommendations of the *Busia County Project Stocktaking Report 2026*. This plan covers all development projects implemented between 2013-2025 FY by the County Government of Busia across the ten departments . The plan aims to address identified gaps, accelerate completion of stalled and ongoing projects, enhance sustainability, and strengthen project management systems across all departments.

## 2. Implementation Plan (Action Plan)

This section outlines specific interventions categorized by strategic objectives derived from the stock-taking recommendations.

**Table 1: Implementation plan**

Strategic Objective	Key Action	Department(s) Responsible	Timeline	Output/Deliverable
<b>1. Revival of Stalled Projects</b>	Conduct technical audits for the 110 stalled projects to ascertain costs of completion.	All Depts / Economic Planning	July – Aug 2026	Audit Report for Stalled Projects
	Prioritize and budget for the completion of high-impact stalled projects (e.g., Fish filleting plant, Health maternity wings).	Treasury / County Assembly	Sept 2026	Approved Supplementary Budget
	Resolve contractor disputes and terminate non-performing contracts legally.	Legal / Procurement	Oct – Dec 2026	Resolved disputes; New contracts awarded

<b>2. Financial Sustainability</b>	Develop a Pending Bills Clearance Strategy aligned with budget allocations.	Finance & Economic Planning	July 2026	Pending Bills Clearance Plan
	Institutionalize ring-fencing of funds for multi-year projects.	Budget Office	Annual	Annual Budget Docs
<b>3. Project Sustainability &amp; Maintenance</b>	Develop Operation & Maintenance (O&M) manuals for all completed facilities (e.g., Water schemes, Markets).	All Depts	Oct 2026	O&M Policy/Guidelines
	Create a dedicated maintenance budget line in departmental budgets.	Finance / All Depts	FY 2027/28	Budgetary allocation for O&M
<b>4. Institutional Coordination</b>	Establish quarterly inter-governmental liaison meetings for National/County projects.	Governor's Office / Devolution	Quarterly	Meeting Minutes & Resolutions
	Harmonize reporting tools between County and Development Partners.	Economic Planning	Nov 2026	Unified Reporting Template
<b>5. Data Management &amp; M&amp;E</b>	Operationalize a digital Project Management Information System (PMIS).	ICT / Economic Planning	Dec 2026	Functional PMIS
	Train technical staff on PIM reporting and risk screening.	HR / Economic Planning	Sept 2026	Training Reports

## 3. Resource Requirements

### 3.1. Introduction

Successful implementation of this plan requires financial, human, and technical resources. Successful implementation of this plan depends on the availability and effective utilization of the resources. The implementation of this plan shall be supported mainly with funding from the County Treasury. The section below outlines the financial requirements.

### 3.2. Financial Requirement

- **Stalled Projects Revival:** Estimated preliminary budget for immediate revival of critical stalled projects (Agriculture & Health) is **KES 150 Million** (subject to detailed technical assessments).
- **Operational Costs:** Funding for field monitoring visits, digital system subscription, and training workshops estimated at **KES 5 Million**.
- **Maintenance:** Departments allocate at least 5-10% of their development budget to maintenance of existing assets.

### 3.3. Human Resource Requirements

- **Project Managers:** Dedicated officers for high-value projects.
- **M&E Officers:** Strengthening the directorate of Economic Planning with adequate staffing for county-wide monitoring and evaluation of projects and programmes.
- **Technical Committees:** Reactivation of the Departmental Projects Stocktaking Committees to oversee implementation.

### 3.4. Technical Resources

- Digital Project Management System (PMIS).
- Updated Standard Operating Procedures (SOPs) for project lifecycle management.

## 4. Risks and Mitigation Measures

*Table 2: Risk categories and Mitigation*

Risk Category	Description	Mitigation Strategy
Financial Risk	Inadequate budgetary allocations or delayed exchequer releases stalling the revival plan.	Prioritize high-impact projects; Explore alternative financing (PPP); Strict cash flow management.
Operational Risk	Contractor non-performance or abandonment of sites after readvertising.	Enforce strict performance bonds; Blacklist non-performing contractors.
Political Risk	Reallocation of funds meant for stalled projects to new political priorities.	Strengthen public participation to align community needs with budgeting; Legal adherence to CIDP.
Technical Risk	Lack of capacity to maintain complex equipment (e.g., X-rays, Water pumps).	Engage specialized service providers; Partner with technical institutions for training.

## 5. Monitoring and Evaluation

### 5.1. Introduction

- **Quarterly Progress Reports:** Departments shall submit quarterly project status reports to the Directorate of Economic Planning.
- **Field Verification:** The County Projects Technical Committee will conduct quarterly site visits to verify physical progress against financial expenditure.
- **Dashboard Updates:** Progress will be visualized on a county digital dashboard accessible to leadership.

**Table 4: Key Performance Indicators (KPIs)**

Indicator	Baseline (2026)	Target (2027)
Percentage of stalled projects revived	0% (110 Stalled)	50% (55 revived)
Percentage of projects with complete data	80%	100%
Departments with O&M budget lines	2	10
Reduction in Pending Bills (Dev. Projects)	Current Level	20% Reduction

## 5.2. Reporting and Feedback

A mid-year review meeting will be held in January 2027 to assess progress. The findings will be presented to the County Executive Committee and disseminated to the public via the county website.

## 6. Conclusion

The Project Stock-Taking Report 2026 served as a mirror reflecting the state of development in Busia County. It highlighted our achievements in all the departments but also exposed vulnerabilities in some departments such as Agriculture, Health, and general project management. This Implementation Plan is not merely a document of intent; it is a call to action.

By adhering to the actions outlined specifically the revival of the 110 stalled projects and the institutionalization of maintenance frameworks, the County Government of Busia will transition from a project implementation mode to a project sustainability mode. The success of this plan relies on the collective responsibility of all actors: the executive, the legislature, the implementing departments, and the community. With disciplined execution, we will ensure that every public investment delivers its intended value to the people of Busia.

**Appendix 1: County Project implementation Unit (CPIU)**

<b>No.</b>	<b>Name</b>	<b>Title</b>
1.	Christine Maureen Onyango	KDSP II County Program Coordinator
2.	Victor Juma Onyango	KDSP II County Financial Management Officer
3.	Denis Chirande	KDSP II County Environmental officer
4.	Korir Kiplangat	KDSP II County M&E Officer
5.	Charles Musumba Wakhaya	KDSP II County Social Development Officer
6.	Priscilla Achieng Juma	KDSP II County Gender Officer
7.	Dennis Odhiambo	KDSP II County Grievance Redress Mechanism Officer
8.	David Adalla	KDSP II County Procurement Officer
9.	Peris Oyombera	KDSP II KRA1 focal person
10.	Stephen David Kiror	KDSP II KRA 2 focal person
11.	Mellisa Namangale	KDSP II KRA 3 focal person
12.	Maureen Barasa	Economist Agriculture
13.	Milton Bubolu Odindiko	Economist-Education
14.	Andrew Ochieng Werambo	Economist-Water
15.	Evans O. Tangara	Economist- Health
16.	Bruno Were Mbalwe	Economist- Trade
17.	Eric Odhiambo Oloo	Economist- Roads
18.	Marion Tata	Economist- Social Services
19.	Getrude Nabwire	Economist-PSM/Governorship
20.	Winston Mbanda	Director Communications
21.	Martin Osike	ICT Officer
22.	Emmanuel Omoga	ICT Officer