



BUSIA COUNTY GOVERNMENT

SKILLS AUDIT SKILLS IMPLEMENTATION PLAN



MARCH 2026

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FORWARD

The Busia County Implementation Plan arising from the Skills Audit is anchored on national frameworks that guide human resource management and service delivery in Kenya. These include the Constitution of Kenya (2010), the Public Service (Values and Principles) Act (2015), the Leadership and Integrity Act (2012), the Human Resource Policies and Procedures Manual for the Public Service (2016), the County Governments Act (2012), and the Public Finance Management Act (2012). These frameworks emphasize efficiency, accountability, equity, and skills alignment as critical pillars for transforming the public service in line with Kenya's Vision 2030 and other development blueprints.

The development of this implementation plan follows from the rigorous process of the skills audit, which engaged employees across all departments, collected data through structured surveys, and analyzed both technical and soft skills to establish strengths and gaps. Through benchmarking with national and international standards, the audit provided clear insights into areas requiring capacity building, redeployment, recruitment, and modernization. This implementation plan translates those findings into actionable steps by outlining objectives, key activities, responsible actors, timelines, resource requirements, and expected outcomes.

The ultimate goal of this plan is to ensure that Busia County moves beyond identification of skill gaps to practical interventions that strengthen its workforce. By aligning employees with their qualifications, enhancing training opportunities, and investing in critical technical and digital skills, the County will build a future-ready workforce capable of delivering efficient, innovative, and citizen-centered services. This plan provides a roadmap for action and accountability, ensuring that the audit findings are not only acknowledged but acted upon for sustainable development.



HON PAMELA AWORI
County Executive Committee Member (CECM)
Public Service Management Governance and Administration



ACKNOWLEDGEMENT

The successful development of the Busia County Implementation Plan, arising from the Skills Audit, has been made possible through the collective efforts of many leaders and teams whose commitment to excellence has been invaluable. I wish to sincerely acknowledge H.E. the Governor, Chair of the Steering Committee for KDSP II, for his strategic leadership and guidance throughout the process. We also extend our appreciation to the County Secretary for effectively coordinating this exercise and ensuring that the necessary structures were in place.

Special recognition is accorded to CECM Pamela Awori, for her role during her tenure as CEC for Devolution, and to Chief Officer Elijah Chessa Mwaro, for his dedication and for mobilizing the financial resources required to support this important exercise, which also fulfilled one of the Minimum Conditions under KDSP II, KRA II.

We further recognize the contribution of Chief Officer Patricia Okello (Public Service Management and Administration), Director Maureen Onyango (Director of Service Delivery and KDSP II County Coordinator), and Director Stephen David Kiror (KRA II Lead in KDSP II) for their technical guidance and stewardship.

Our gratitude also extends to the analyst team, led by Mr. Bruno Were Mbalwe and Erick Oloo from the Department of Finance and Economic Planning, for their analytical rigor and dedication in shaping the findings of this report and Emily Ongaya for her invaluable secretarial role.

Their collective contributions have been instrumental in producing this comprehensive audit, which will serve as a cornerstone for informed decision-making and workforce development in Busia County.


DR. WILBERFORCE OJIAMBO LUSAMBA
CHIEF OFFICER- PUBLIC SERVICE MANAGEMENT
BUSIA COUNTY GOVERNMENT



EXECUTIVE SUMMARY

This Implementation Plan for Busia County builds upon the findings of the County Skills Audit, which established the strengths, gaps, and opportunities within the county's workforce. Anchored in national frameworks such as the Constitution of Kenya (2010), the Public Service (Values and Principles) Act (2015), the County Governments Act (2012), and the Public Finance Management Act (2012), the plan translates audit findings into actionable strategies aimed at improving service delivery and workforce efficiency.

The plan outlines strategic objectives and key activities that respond to identified needs in healthcare, engineering, ICT, governance, agriculture, industrialization, financial management, youth development, and more. It also addresses cross-cutting issues such as workforce misalignment, motivation and career progression, and the enhancement of both soft skills and technical skills across all cadres. Each objective is paired with measurable indicators to enable effective monitoring and evaluation.

The overall goal of this plan is to ensure that Busia County has a future-ready workforce that is well-trained, properly aligned to roles, and capable of driving inclusive growth, innovation, and citizen-centered service delivery. By implementing these interventions, the County aims to enhance efficiency, accountability, and responsiveness, while creating opportunities for sustainable socio-economic development

TRUPHENA AKIDE
CEO/SECRETARY
BUSIA COUNTY PUBLIC SERVICE BOARD



Rationale

The Busia County Human Resource skills audit report is a strategic process designed to bridge the gap between the County's current workforce capabilities and its plans to improve service delivery. The report centers on identifying technical skills gaps, as well as soft skills across all departments, mitigating risks, ensuring compliance, and optimizing productivity through data-driven decisions on training, hiring, and internal mobility.

Scope

The implementation plan will translate the HR skills audit findings, which identified gaps in the workforce, into actionable, prioritized strategies to enhance workforce capabilities and align them with the county's goal.



IMPLEMENTATION PLAN MATRIX

Strategic Objective / Recommendation	Key Activities	Indicators	Expected Outcomes	Responsible Office(s)	Timeline	Resources Required
Address critical technical skill gaps in healthcare services	Provide targeted training in advanced diagnostics, equipment management, and pharmaceuticals	- Number of staff trained in advanced diagnostics - Reduction in patient referrals - Improved patient satisfaction ratings	- Improved healthcare service delivery	County Public Service Board; County HR	Medium (6-12 months)	Training budget
Strengthening civil engineering and infrastructure planning	Develop infrastructure standards; Build capacity in project management	- Adoption of county infrastructure standards - Reduction in delays of road projects - Improved quality ratings of public work	- Enhanced infrastructure quality and efficiency	County Public Service Board; Treasury	Long term (1-2 Years)	Training Budget, technical tools
Enhance GIS, climate adaptation, and water management capacity	Conduct GIS and climate adaptation training; Recruit specialists; Benchmark best practices	- % of staff trained in GIS and adaptation - Number of water management specialists recruited Climate adaptation projects implemented	Improved climate resilience and water management	County Public Service Board; HR Directorate	Long term (1-2 Years)	Training resources, benchmarks
Modernize ICT and digital capacity	Invest in ICT tools; Upskill staff on AI, cloud, and cybersecurity; Develop digital strategy	- Number of ICT staff trained in emerging tech - Digital strategy adopted - % increase in digital services available to citizens - Reduction in system downtime	Increased digital service delivery	ICT Directorate; HR Directorate	Medium (6-12 months)	Training budget, partnerships

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Improve adoption of legal technologies	Train staff on digital tools; Acquire contract management and legal ICT systems	<ul style="list-style-type: none"> - % of legal staff trained in digital tools - Adoption of contract management system - Reduction in legal case backlog 	Increased adoption of legal technologies	County Public Service Board; HR Directorate and County Attorney	Long term (1-2 Years)	Training budget, training resources
Strengthening vocational training and modern curricula	Align curricula with national standards; Introduce modern vocational programs; Partner with industries	<ul style="list-style-type: none"> - Number of vocational curricula updated - Industry partnerships established - % increase in graduates absorbed into the workforce - Employer satisfaction surveys improved 	Enhanced vocational training outcomes	HR Directorate; Vocational Training Directorate	Long term (1-2 Years)	Curriculum resources, industry partnerships
Enhance staff motivation and career progression	Develop career frameworks; Implement CPD programs; Introduce leadership development	<ul style="list-style-type: none"> - Career progression policy adopted - % of staff enrolled in CPD annually - Increase in staff retention rate - Improved staff satisfaction survey scores 	Improved employee retention and satisfaction	County Public Service Board; HR Directorate	Medium (6-12 months)	Training budget, HR systems
Improve efficiency in governance and service delivery	Streamline bureaucratic processes; Strengthen leadership capacity; Adopt performance benchmarking	<ul style="list-style-type: none"> - Reduction in approval turnaround times - Leadership training sessions conducted % of departments adopting performance benchmarks 	Improved governance and service delivery	HR Directorate	Short-term (3-6 months)	Training, benchmarking tools
Build capacity in climate-smart and modern farming	Provide training in sustainable farming, aquaculture, and agribusiness; Recruit specialists	<ul style="list-style-type: none"> - Number of farmers trained in climate-smart methods - Agribusiness projects initiated - Increase in crop/livestock productivity - Percentage reduction in post- 	Enhanced agricultural productivity and sustainability	Agriculture Department	Short-term (3-6 months)	Training resources, extension services

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		harvest losses				
Strengthen industrialization and SME support	Clarify staff roles; Provide training in investment facilitation; Benchmark regional models	- Number of SMEs supported - % increase in industrial investment - Staff role clarity framework adopted - Regional benchmarks applied	Boosted industrial growth and SME support	Trade and Industry Directorates	Long (1-2 Years)	Recruitment budget, training, and partnerships
Strengthen economic and financial management skills	Build capacity in revenue collection, financial analysis, and planning; Introduce digital finance systems	- Increase in county revenue collection - % of staff trained in financial analysis - Digital finance system operational Reduced audit queries	Enhanced financial management and revenue collection	County Treasury and Economic Planning	Short-term (3-6 months)	Finance systems, training
Correct workforce misalignment to	Conduct a skills-to-position mapping exercise; Develop and implement an internal redeployment framework; Establish a continuous workforce mobility and review system	- Skills mapping report completed - Number of employees redeployed - % reduction in staff-role misalignment	Improved workforce efficiency across departments	Public Service Board; County HR	Long (1-2 Years)	HR audit tools, policy framework
Strengthen soft skills for improved service delivery	Develop countywide soft skills training modules; Incorporate soft skills into performance appraisals; Organize mentorship programs	- Number of staff trained in soft skills - Improvement in teamwork survey scores - % staff demonstrating problem-solving in appraisals - Increased leadership	Strengthened soft skills	Public Service Board; HR Directorate	Medium (6-12 months)	Training budget, HR support, mentorship programs

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		readiness				
Build technical capacity to address critical skill gaps	Develop training and certification program; Partner with national institutions; Recruit technical specialists where gaps exist	<ul style="list-style-type: none"> - Number of staff certified in technical areas - Reduction in departmental technical gaps - % increase in technical specialists recruited - Improved efficiency of service delivery 	- Improved efficiency of service delivery	County Public Service Board; HR Directorate; Training Institutions	Continuous	Training resources, partnerships, certification fees

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Risk analysis and mitigation measures

Risk	Risk level	Mitigation measures
Inadequate skills in specialized diagnostic skills, such as radiology, pathology, and the management of advanced medical equipment.	High	Targeted training programs are essential for improving service delivery
Inadequate expertise in advanced climate modeling and sustainable water management technologies	Medium	Conduct GIS and climate adaptation training; Recruit specialists; Benchmark best practices
Inadequate expertise in urban planning and environmental engineering for the development of infrastructure projects	Medium	Recruit experts in urban planning and environmental specialists
Unmatched skills with emerging technologies such as AI and machine learning	Low	Refresher courses will ensure that the county can meet the growing demands of the digital economy
Lack of expertise in the use of modern legal technologies and digital legal tools	Medium	Conduct targeted training programs on digital legal tools
Lack of skills in advanced agricultural technologies and climate-smart agriculture	Medium	Targeted training in these areas will support the county's agricultural growth.

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