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COUNTY GOVERNMENT OF BUSIA

Municipality of Busia

Urban Integrated Development Plan

2018-2022

MUNICIPALITY OF BUSIA



URBAN INTEGRATED DEVELOPMENT PLAN 2018-2022



(IDeP)

FOREWORD.

We plan urban areas to address poverty, joblessness and inequality. These are the faces of the economically disenfranchised, renounced by the cold hand of global markets. This plan details reasoned strategies and policy changes to help enhance the competitiveness of Municipality of Busia as a viable economic hub, while simultaneously creating the conditions for local actors to enter the stage and incorporate the unemployed to create a virtuous cycle of growth and prosperity.

Among other urban issues, the plan provides direction on the strategic issues and advices on where large-scale investments are required to enhance the urban economy; to deal with the softer issues that improve competitiveness; to encompass spatial economic issues, and to address underdevelopment and neighborhood level local economic development (LED). In addition, it proposes programmes aimed at poverty and tackling under-development to address the current problems, it also seeks to put in place programmes that are aimed at expanding the formal economy to increase the tax base and open more opportunities for success.

This plan aspires to sustainably utilize locally available resources and technologies to build up the economic capacity of the Municipality area and improve its economic future and the quality of life for all. The implementation process will be a collective effort of all the public's, businesses and non-governmental sector partners to create better conditions for economic growth and employment generation. Throughout the implementation period, the Municipal Board and other urban stakeholders will be engaged to come up with measures to monitor and report on the progress attained and lessons learnt that can be of value for future urban programming.

The IDep is built on the aspirations of past integrated visions and resultant plans. The preparation process relied on the Constitution of Kenya, the Vision 2030 initiative, and relevant policies and legislations for spatial development (such as the National Spatial Plan, National Land Use policy, National Urban Development Policy (NUDP), National Land policy 2009, the Industrialization Strategy, and the CIDP (2018 -2022)).

The preparation process was also informed by other various Acts, including the County Government Act, 2012, the Land Use and Physical Planning Act, 2019, the Urban Areas and Cities Act, 2011 the Environment Management and Coordination Act, 1998; the Water Act, the Land Act, the National Land Commission Act, the Forest Act (chapter 385), and the Special Economic Zones Act.

**Hon. John Mwami,
C. E. C .M, Department of Lands, Housing and Urban development,
County Government of Busia.**

ACKNOWLEDGEMENT.

This Plan is an important reference document in the department of Urban Development and physical planning and the Municipal of Busia Board. With the formation of Municipality of Busia and the support currently being received from the National Government and the World Bank through the Kenya Urban Support Programme (KUSP), exciting plans and multi-million shillings investments are revitalizing Busia Town – capitalizing on the Town’s position as a border point town.

This Integrated Development Plan aims to bring the whole community together to make Busia a place that is brimming with culture, enterprise and opportunity; a place where people want to live, work, play, study and do business; a municipality where those in the greatest need are valued and supported; a place that people will be proud to call home.

Municipality of Busia aims to be a place of opportunity designed to build strong, resilient communities by focusing on: safeguarding the most vulnerable, prevention and early intervention and making financial and non-financial resources circulate and make meaningful changes in people’s lives.

We note the enormity of the task ahead but also acknowledge the support from all our stakeholders that give us the capacity to provide quality urban services and aspire to take bold decisions that will make us the best Municipality in terms of investments and quality of life. The plan will be implemented in five years starting from 2018 and ending in 2022.

The Performance of the department will in future be gauged on the basis of the implementation of the targets set in the plan. It is evident that strategic planning has revolutionized and supported effective implementation of activities and realization of mandates of public sector organizations, leading to better achievement of objectives, realization of visions and progressive development of specific functions and sectors.

To all that were involved I salute you but at the same time acknowledge that the greater challenge lies in the implementation of this IDep.

Kenneth Nabulindo,
Municipal Manager,
Municipality Of Busia.

EXECUTIVE SUMMARY.

The plan is divided into seven chapters as outlined below:

Chapter one gives a contextual background of Municipality of Busia highlighting its location and topographic conditions among others.

Chapter two provides the planning and development principles.

Chapter three delves into the situational analysis of the Municipal, providing an environmental scan of the Municipality.

Chapter four the Municipal Strategic Direction, highlighting the strategies that will be in place and the projects and programs to be implemented.

Chapter five outlines the institutional framework presenting the Municipal Boards organogram and the staff establishment.

Finally, chapter seven presents the monitoring and evaluation framework for this plan.

Together let's make Busia a livable place.

Patrick Oundo Wangalwa,
Municipal Board Chairman.

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CHAPTER ONE: BACKGROUND INFORMATION.

1.1 Location and Regional Linkages

Municipality of Busia is the gateway to Uganda and Central Africa. The town was established as a market centre in the 1930s by the Elgon Nyanza District African Council and later grew as a town and an important border crossing point to Uganda.

In 1963, Busia Town became the District Headquarters of the Busia District. It was later elevated to the status Urban Council in 1979. It was upgraded to Town Council status in 1982 and to a Municipal Council in 1990 covering an area of 44 Km². Under the dispensation of The Constitution, 2010, municipal status was conferred by the Governor Hon. Sospeter O. Ojaamong in December, in line with provisions of section 9 of the Urban areas and Cities Act, 2011. The Municipality is found in (the formerly) Busia and Teso Districts after Teso District was carved from the larger Busia in 1995.

1.2 Municipality of Busia legal status

Municipality of Busia is established as per the Urban Areas and Cities Act of 2011. It qualified to be a municipality not only because it's the headquarters of Busia County, but also because it met the 50,000 minimum population threshold set for conferment of Charter and Municipal status to legible urban centres.

1.3 Prominent personalities

The ratification of the Kenya constitution 2010 bore 47 new County Governments with devolved functions and a National Government. Busia County is one of the 47 governments headed by Hon. Sospeter O. Ojaamong, H.E the First Governor, County Government of Busia.

The implementation of Urban Areas and Cities Act of 2011 within County Governments brought administrative changes. Mr. Kenneth Nabulindo is the current Municipal Manager.

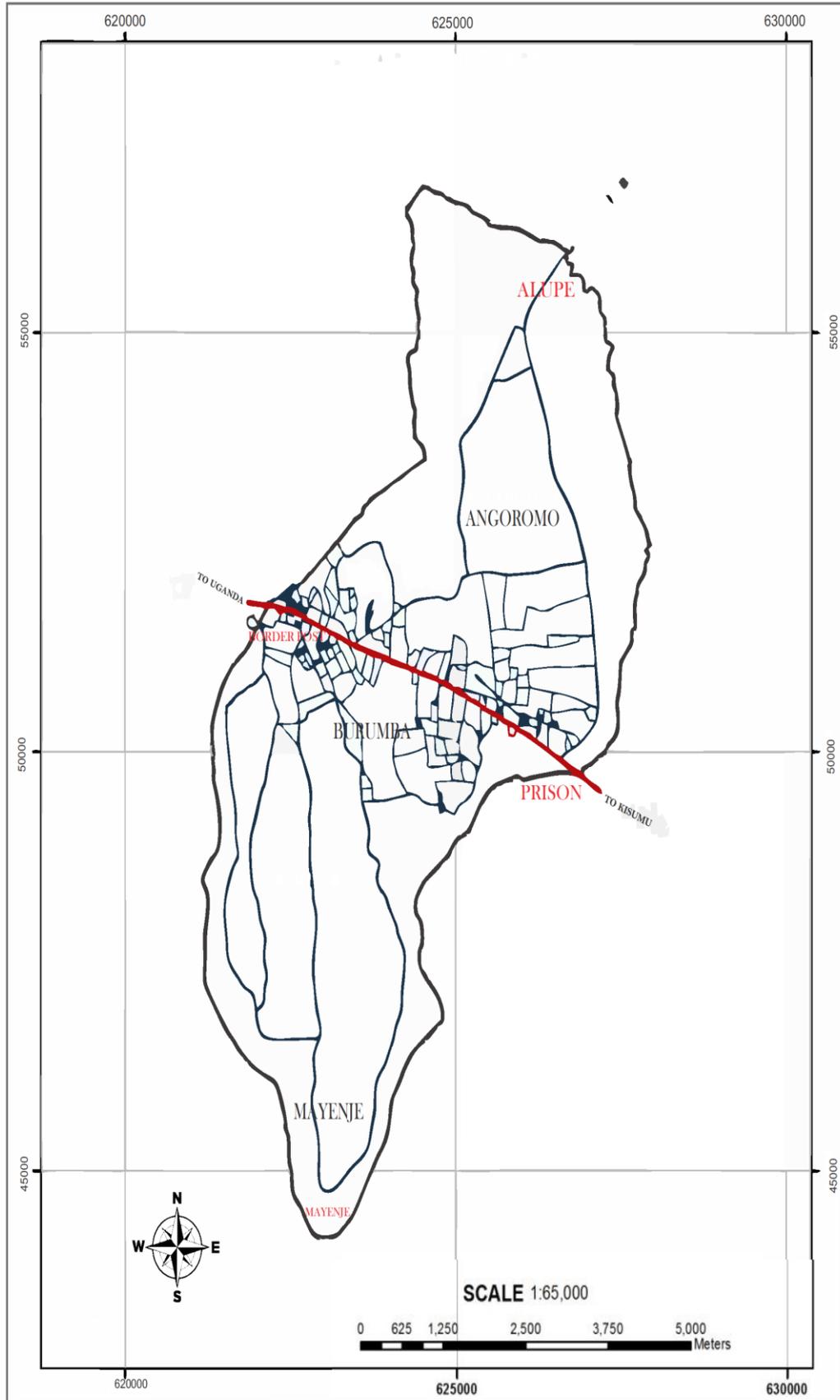
1.4 Location and Size of Municipality of Busia

Municipality of Busia is one of the Municipalities in Kenya and is located within Busia County, along the Kisumu-Busia Road at the Kenya-Uganda Border. The Municipality, which is the administrative capital of Busia County, is about 550Km West of Nairobi, 124Km Northwest of Kisumu and 130Km Southeast of Kakamega. It borders Uganda on the West, Matayos Division to the East and South and Teso South Sub-county to the North.

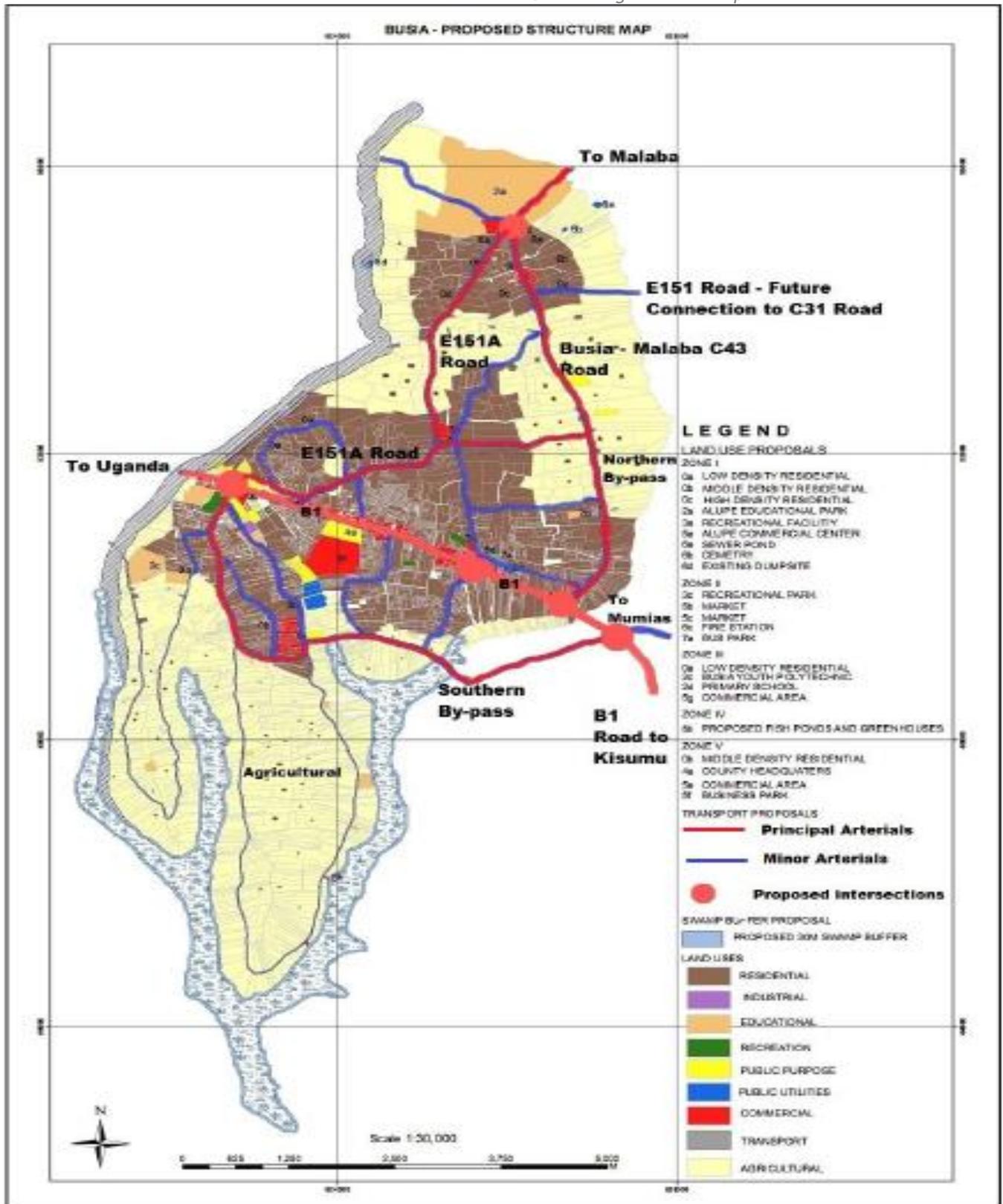
Municipality of Busia is one of the towns in Busia County; others are, Port Victoria, Funyula and Nambale, Bumala and Malaba towns. The Municipality covers an area 44Km² divided into two (3) county electoral units – Burumba, Mayenje and Angorom wards. It covers two Divisions of Township in Busia Sub-county and Chakol in Teso Sub-county in Busia County. It has two Locations - Township location has two sub locations (Central Mjini and Mayenje) and Angorom location has three sub locations (Alupe, Agoloto and Amerikwai. The coordinates of Busia, Kenya are: 00°27'48.0"N, 34°06'19.0"E (Latitude:0.463333; Longitude:34.105278). Busia, Kenya sits at an average elevation of 1,227 metres (4,026 ft), above sea level.



COUNTY GOVERNMENT OF BUSIA MUNICIPALITY OF BUSIA



Source: office of town planner, Municipality of Busia.



Source: Busia town ISUDP (2010=2030) by syagga and associates

1.5 Climate

Busia experiences two rainy seasons; the long rains from March to May and the short rains from August to October. The dry spells are between December to February and June to August. Generally the annual rainfall ranges between 1270mm and 1790mm with mean annual of 1500mm.

The mean maximum temperatures ranges between 260 C and 300 C and the minimum temperatures vary between 140 C and 180 C. Due to the proximity to Lake Victoria the town records high evaporation rates of 1800mm to 2000mm per year, thus relatively high humidity. The Direction of wind is east – west.

1.6 Geology and Soils

The Town falls within the Lake Victoria Basin with the Kavirondian rocks series. The basement complex can support storey/vertical buildings.

The Soils within the town are developed from various parent materials that include intermediate and basic igneous rocks. Soils along rivers and river valleys, terraces, and swamps are derived from alluvial deposits and colluviums. The soils are moderately deep, rocky and stony consisting of well-drained clays of natural fertility. Busia cascades within the LMI agro-ecological zone which is suitable for sugarcane growing.

1.7 Vegetation

The natural vegetation is characterized by shrub and thickets with some have indigenous tree species. There are also patches of localized vegetation around swamps there are no distinct forests but on farm forestry is practiced.

1.8 Drainage

The Alupe River and the bottom lands/plains are important features that determine the drainage of the Town. The highest part of the plain is where Busia Town and the Busia-Kisumu main road are situated. The plain to the north of the road drains its water into Okane River, while the plain south of the main road drains its water into Sio River which finally drains into Lake Victoria. The water table level is shallow therefore ground water is plenty, for example shallow wells strike water at an average of 20 feet. There are several springs on the gentle slopes.

Municipality of Busia as the headquarter of Busia County plays a major functional role as a gateway to Uganda and the central African countries.

It is a major Commercial hub on this apart of Western Province. These Commercial activities include: - Hotels, Wholesale & Retail shops, Banks, Clearing and Forwarding offices. There are various Institutions both Public and Private – within Town e.g. Newly established Medical Training College, at Busia Teaching and Referral Hospital (BTRH), KEMRI, KEFRI, Rehabilitation and Orphan Homes, Youth polytechnic etc. There are small scale industrial activities such as bakeries, juakali, etc.

The Transport sector is relatively developed to and from other parts of the country. The Town serves countries such as Uganda, Burundi, Rwanda, Democratic Republic of Congo, Southern Sudan, etc. The bicycle taxi popularly known as boda boda transport in Kenya has its roots in Busia. There is an airstrip though it is underutilized and unmaintained.

Weakness: Busia lacks heavy industries because most of the investments passing through the town are on transit to other countries or other parts of Kenya. There should be a plan to attract these investments.

1.9 Terrain Features

Busia town is located on an undulating plain intersected by V-shaped Alupe River in the North and a broad-U-shaped bottom lands in the South. The altitude for the town ranges from about 1130m to 1290m above Sea Level. The municipality is partially bounded by swamps from Alupe to road block to Burumba, Mayenje then along the Kenya-Uganda boarder to Marachi area. The Alupe River and the bottom lands/plains are important features that determine the drainage of the Town. The highest part of the town is between the border post and air strip area along Busia-Kisumu road. There is also a depression in Angorom around Ojamii area where spring water drains from towards the Kenya Uganda boarder.

A part from the swamps and the Ojamii depression, other areas are suitable for other forms of development since the land is stable and not disaster prone. However, the flatness of the land, reduction of vegetation cover and poor drainage has contributed to flooding in the town during the rainy periods.

1.10 Demographic Structure and Trends

Municipality of Busia has a relatively high population growth rate of 3.1%. The formula used to compute population projection is compound rate of growth method.

Busia town is expected to have a population of approximately 107,162 (41%) by the year 2030. This is an estimated increase of approximately 10,000 people per every 10 years. This population increase is factored in the Municipal strategic plan. Population projections show that by 2030, the under 5 years of age will account for 19% of the population, while children under 10 years of age will account for 34% of the population. The youth population will increase annually to 45,531 (42.5%) and the old population (60-80+ years age) will have reached 5,199 (4.9%) by the year 2030.

The county is also experiencing high dependency ratio of 100:107 implying that every 100 people of working age, there were 107 people dependent upon them. Whereas a majority of the dependents are children below 15 years, which poses many challenges, this offers an opportunity for Municipality of Busia to benefit from demographic dividend in future. This calls for policies targeting lower fertility rates in order to reduce the number of dependents that the working age population is supporting. Further, the population structure as depicted in the above table implies that there is need to increase investments in education, health, and job creation to accommodate the growing youthful population.

The demographics indicate that there are more females (51.2%) than males (48.8%) in the municipality. Number of women headed households has also increased due to pressure from families arising from drugs and substance abuse, HIV AIDS scourge and emerging culture/tendency of women decision to be single by choice. More than 68.4% of the population fall within the economically active age cohorts (15 to 64 years) with 26.6% being under 15 years of age, and 5% being 65 years and older.

Table 1: Population Structure and Trends

	POPULATION 2009			PROJECTION 2019		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
MJINI	12,835	13,658	26,493	17,153	18,253	35,406
MAYENJE	4,448	4,722	9,170	5,944	6,311	12,255
AGOLOTO	6,186	6,309	12,495	8,267	8,432	16,699
AMERIKWAI	3,592	4,031	7,623	4,800	5,387	10,188
ALUPE	2,922	3,122	6,044	3,905	4,172	8,077
GRAND TOTAL			61,825			82,625

Source: KNBS 2009

Table 2 : Busia Town Population Projection up to 2030

Year	2009	2012	2017	2022	2027	2030
Population	61,715	68,228	77,344	87,679	99,394	107,162

1.11 Settlement Patterns

Settlement patterns within the Municipality vary across due to factors such as sociocultural, topographic characteristics and economic viability of the areas. Settlements within the core-urban are characterized by nuclear settlement with linear settlements in the peri-urban mainly along major roads, bridges, rivers and low-lying eastern semi-arid parts of the Municipality.

1.12 Socio- Economic Characteristics

According to the statistics from the County department of Economic Planning, the leading sectors in terms of GDP contribution within the Municipality are commerce, agriculture, tourism, quarrying as discussed below;

1.12.1 Trade and Industry

The Municipality records show that there are over 1500 and 200 retail and wholesale traders respectively. As at 2018, there were over 3 licensed supermarkets i.e. Tesia, Frankmatt, and Khetias. Most of the traders are doing cross-border cereal trade that encompasses buying and selling of the produce across the East African market. Most of the factories produce semi-finished products which are exported to other counties. Therefore, there is need for value addition initiatives to refine and package the end products to realize optimum returns besides more employment opportunities. Textile industry remains unexploited, clay soil and limited finished products of cotton are currently exported to other counties.

1.12.2 Agriculture

Municipality of Busia is situated in agriculturally viable land endowed with a variety of both food and cash crops. The cash crops range from avocado, mangoes, horticultural crops to macadamia among other crops. Food crops mainly comprise of French beans, maize beans, bananas, potatoes and cassava. Livestock production comprises cattle, pigs, goats, sheep, rabbits and chicken.

Apart from agriculture, the municipality is renowned as a cradle for cross border entrepreneurship in the country. The challenge has been an imbalance in trade occasioned by a difference in fiscal policy in the Kenyan and Ugandan side. The stable income supports thriving of almost all types of businesses which, if exploited together with the location advantage of being within the Nairobi metropolis can enhance growth momentum.

On the flip side, the infrastructure service development especially of the peri-urban is not well developed and there is need for improvement. This is envisaged to enhance trade, open up these areas thereby increasing contribution of agriculture to the GDP of the Municipality and County. The infrastructure establishment is also expected to encourage value addition through setting up of light and medium industries.

1.12.3 Micro, Small and Medium Enterprise (MSME)

Majority of the businesses within the Municipality fall under the MSME

Category and are spread across with a good percentage of them being sole proprietorships and family owned and run businesses. There were over 2,500 licensed MSMEs in the County as at 2019.

1.12.4 Financial services

There are 6 commercial banks in the county (Barclays, Kenya Commercial Bank, Cooperative Bank, Equity Bank, Family Bank and Post Bank), 6 Micro-finance institutions (SMEP DTM, Faulu Kenya, Kenya Women Finance Trust) and 4 insurance companies (Britam, Invesco, APA, Kenya Orient and other small agencies).

1.13 Municipality Comparative Advantage

- i. The Municipality of Busia competitively sourced for 28 staff with skills and experiences required to propel the Municipality to greater heights.
- ii. The location of the Municipality along the Northern corridor makes it accessible to other regional Cities provides a wide market for the produced goods and services.
- iii. The Municipality has fairly developed infrastructure service within the CBD.
- iv. The land is fairly fertile with favourable climate for agriculture production. The topography is also fairly flat favouring development of infrastructure.
- v. The Municipality is both the administrative and political capital of County Government of Busia. This accords it the impetus of a priority investment destination.
- vi.

1.14 Employment

1.14.1 Human Development Index (HDI)

The Human Development Index (HDI) measures average achievements in three dimensions, namely, life expectancy, educational attainment and standard of living. The overall index is computed as the geometric mean of the three dimensional indices. The Busia County, HDI stands at 0.43 according to the County Integrated Development Plan (CIDP). This is below the national average of 0.52 and also that for neighbouring Bungoma County, Siaya County, Kakamega County and Vihiga County, which stand at 0.48, 0.44, 0.48 and 0.50 respectively.

Recognizing that HDI in the county has to be improved to reflect improved welfare of the people, the County Government has to put in place initiatives especially in health, education, poverty reduction and wealth creation.

The HDI emphasizes that people and their capabilities should be the ultimate criteria for assessing the development of a county and not economic growth alone. For Busia County, the critical Human Development Indicators are: life expectancy, infant mortality, adult literacy, school enrolment, retention, performance, and transition in primary, secondary and tertiary levels, gender parity and GDP per capita.

The County's life expectancy is 47 years compared to national average of 56 years. The infant mortality in the county is estimated at 65/1000 against a national average of 74/1000. The County literacy level stands at 75.3% of population aged 15 years and above who can read and write as compared to national figure of 79%. The primary school Gross Enrolment Rate (GER) was 81% of all the children aged between 6 and 13 years in 2012. Total enrolment in secondary school was 20% of the secondary school going age of between 14-17 years. The low enrolment rates can be attributed to poverty, inadequate physical infrastructure and poor retention, poor performance at primary levels, and low transition rates from primary to secondary.

1.14.2 Wage earners

As per the County Integrated Development Plan (CIDP), wage earners are mainly employed on casual basis either temporarily or seasonally with no job guarantee or security. The group accounts for 18 per cent employment.

1.14.3 Self-employed

The self-employed are categorized as peri-urban self-employed who account for 4,752 people and core-urban self-employed who account for 7,849 persons. The self-employment opportunities are expanding with the growth of urban area.

1.14.4 Labour force

The labour force accounts 55.3% of the total population. There is however a great challenge for this group to create adequate gainful employment opportunities.

1.14.5 Unemployment levels

According to Busia County CIDP 2018-2022, the rate of unemployment is estimated at more than 20%. It follows then that labour-intensive policies and programmes are required to reduce the high rate of unemployment.

1.14.6 Social amenities

No.	AMENITIES	NO. OF UNITS
1.	Primary schools	14
2.	Secondary schools	10
3.	Tertiary colleges	3
4.	Universities	1
5.	University teaching centers	2
6.	Polytechnic	1
7.	Public parks	2
8.	Prisons	1
9.	Museums	0
10.	Roads	
11.	Markets	4
12.	Historical monuments	0
13.	Health facilities	
14.	Cemetery	4 (several private)
15.	Libraries	0
16.	Recreational centers	1
17.	Stadia	1

1.14.7 Disaster and Disaster preparedness.

The major disasters in Busia are accidents and natural calamities. Cases of school fires, thunder strikes have also been reported in the past. To improve on the disaster preparedness action, a disaster centre should be constructed. With the proposed expansion of town there is need to increase the number of disaster management equipment.

CHAPTER TWO: IDEP LINKAGES WITH OTHER POLICY DOCUMENTS

2.1 Integrated Development Planning

Integrated development planning is defined as “a process through which efforts at national and devolved levels of government and other relevant public institutions are coordinated at the local level, and through which economic, social, environmental, legal and spatial aspects of development are brought together to produce a plan that meets the need and targets set for the benefit of local communities”.

The linkage of IDep with other important development plans and legislations is as follows;

2.2 Linkages with the County Government Act 2012

County Government Act 2012 stipulates the County Governments to prepare 5-year integrated County development plans, Urban Areas Plans, Spatial Plans and annual county budgets for their implementation. Under Section 102 of the Act, County planning is to provide a platform for a unified sector-wide planning, budgeting, financing programmes, implementation, and performance review. The Act mandates the County Planning Unit for coordination of the integrated development planning. In addition, the Act stipulates that county planning shall serve as a basis for engagement between government agencies and the citizenry, other stakeholders and interest groups. It provides for the integration of economic, physical, social, environmental and spatial planning. These county plans (section 107(2)) “shall be the basis for all the budgeting and planning in a County”.

2.3 IDeP Linkages with the Public Finance Management Act (PFMA), 2012

The PFM Act 2012 provides for effective and efficient management of public resources. Article 125 of the Act spells out the budget process for government agencies in any financial year. This is to consist of integrated development planning process, both long term and medium term planning, as well as financial and economic priorities for the agency over the medium term. Articles 126 of the Act obligates each County Government to prepare an integrated development plan that includes strategic priorities for the medium term that reflect the county government's priorities and plans, a description of how the county government is responding to changes in the financial and economic environment; and, programmes to be delivered. This Municipality of Busia Integrated Development Plan (IDeP) is prepared in tandem with the requirements of the PFM Act 2012.

2.4 IDeP Linkages with the Urban Areas and Cities Act, 2011

Urban Areas and Cities Act (2011) is emphatic on the need for 5-year integrated development planning and the need to align annual budgeting to the plan. These plans are separate from those of the county. In section 36(2) it states that “an integrated urban or city development plan shall bind, guide, and inform all planning for development and decision-making and ensure comprehensive inclusion of functions.”

2.5 Linkages with the Constitution of Kenya 2010

Fourth Schedule of the constitution on the distribution of functions has county planning and development as one of the functions that have been devolved to the counties. The preparation of IDeP takes into account the provisions of the constitution where devolved units are required to plan and budget for development programs over a stipulated period. Other functions which are devolved which this IDEP intends to focus on include public amenities, fire and disaster management services, and urban infrastructure services among others.

2.6 Linkages with the Kenya Vision 2030 and Medium Term Plans

The Kenya Vision 2030 is the national long-term development policy that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by the year 2030 in a clean and secure environment. The Vision is anchored on three key pillars: economic; social; and political and is implemented through 5-year medium term plans with current being Medium term Plan III (Big 4 Agenda). The preparation of this IDeP follows the MTP III with emphasis on housing, industrialization, universal health access and nutrition and food security within the Municipality.

2.7 Linkages with Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a collection of 17 global goals set by the United Nations in 2015 and are a successor of MDGs. The SDGs cover a broad range of social and economic development issues. These include poverty, hunger, health, education, climate change, gender equality, water, sanitation, energy, environment and social justice. Municipality of Busia aligns its projects/programmes to ensure they work towards achieving the seventeen goals.

2.8 Linkage with MTP III and the “Big Four” agenda

The national government’s “Big Four” agenda sets out priority programs and reforms to be implemented during the plan period (2018 – 2022). The programming of this IDeP adopts the “Big Four” agenda as anchored in the MTP III of Kenya Vision 2030.

2.9 Urban Integrated Development Planning

Integrated development planning in the County takes two perspectives of county-wide 5-year Integrated Development Planning (CIDP) and urban specific Integrated Development Planning (IDeP). Urban IDePs, 10 year Sectoral Plans and Spatial Plans form the core inputs to the CIDP which is implemented through an annual programme based budget in a 3-year fiscal framework (MTEF). The County Governments Act 2012, Section 108 (1) provides for integrated development planning for each county which shall have clear goals and objectives; an implementation plan with clear outcomes; provisions for M&E; and clear reporting mechanisms. Urban IDePs which favour ‘action’ and delivering infrastructural services within the urban metropolis are therefore a sound building block to the County Integrated Development Planning.

Rapid urbanization portends the challenge of infrastructure service provision in urban metropolis. Urban Integrated Development Planning provides a unified development framework that involves the full continuum of strategy analysis and planning, development of programme based budgets and ranked priorities, financing, and participatory implementation. The framework further provides for performance review through assessment of socio-economic changes in cumulative efficiency, effectiveness, and value for money.

CHAPTER THREE: SITUATIONAL ANALYSIS

3.1 Introduction

Situation analysis serves as a useful tool for determining the level of service provision. It presents the current situation in service infrastructure and determines the strengths, weaknesses, opportunities and threats in development of the Municipality.

The rapid development of Busia town like any other town in Kenya has brought with it many development and planning challenges that required immediate redress. The main problems include uncoordinated development, inadequate and unsafe water supply, unplanned human settlements and encroachment into road reserves among others.

3.2 Social, Education and Service Linkages

3.2.1 ECDE Programme

The ECDE facilities within the jurisdiction of the Municipality are about 180. They are either stand-alone facilities or those within primary schools as per the Government Policies.

However, Most of ECDE centres are dilapidated and need to be renovated.

3.2.2 Polytechnics and VTCs

Many girls fall out of school for lack of fees and others out of teenage pregnancies. Most do not go back to school and seek employment as house-helpers or they stay at home. To empower them economically, three centres can be established as training schools for short courses.

The skills to be imparted are masonry, catering, tailoring, baking and pasting, confectionery and such cottage industries knowledge where they can work from home.

3.2.3 Child Care Facilities

Child care facilities that exist are privately owned. Most are not registered by the department of education. In this case, policies are required for guiding and regulating them.

3.2.4 Sports and Cultural Activities

The sports activities are mainly football and volleyball clubs in various localities where young men practice in the evenings and weekends. Most of them are not registered with the department of sports. The known clubs are about 18.

Cultural groups that exist are mostly church based with music as the only activities. Those with other activities are about five. With proper development and resources many others can come up at least one in every location.

3.3 Public Facilities

3.3.1 Conference Facilities

There is one public conference hall. A social hall in dilapidated condition in Busia town next to the Stadium. The Municipality should construct a new facility to include amphitheatres, sports halls for indoor games, fully equipped kitchens, gymnasiums, libraries and plenary halls. These will also be used as community/social halls to complement the existing ones.

3.3.2 Library Service

There is need to construct a library at Busia Town.

3.4 Public Health, Sanitation and Environment

3.4.1 Water

Municipality of Busia is supplied with treated water by Busia Water and Sewerage Company (BUWASCO). The water has been distributed to over 300 households which is representative of over 40% of the municipality's population.

3.4.2 Solid Waste Management

This department was formerly under the department of Environment but was transferred to the Public Health Officers. The department has 2 Lorries and 2 tractor trailers which are all currently not operating. The cleansing department has a workforce of 80 workers most of whom are casual labourers. Currently the waste is collected by private firms which have been contracted by the Municipality and taken to the dump site in Alupe.

3.4.3 Health

There is need to acquire more land for future expansion of the County Referral Hospital. As compared to Alupe Sub-Hospital, Alupe has more land that can be used for future expansion.

3.5 Education

Two of Vision 2030's flagship projects for education and training projects for 2012 are to build and fully equip 560 new secondary schools to accommodate the increasing number of students graduating from primary schools and create "Centres of Specialization" for each of the Vision 2030's economic growth sectors. The municipality has more than enough ECDs/pre-primary facilities which can serve the population up to the year 2030. The only concern may be the condition of these facilities and the quality of education being offered. Some facilities are located in a small land thus discouraging children from playing. However, these can be improved through supervision. Some of the facilities are dilapidated and should be closed.

Improving facilities for the public pre-primary facilities:-

- Regular monitoring and supervision to ensure education standards are maintained.
- Improving facilities for the public pre-primary facilities.

Improving access to primary education in Busia Municipality:-

- Building additional more classrooms at Bulanda Primary School to increase the number of streams.
- Acquiring land and building a new primary school within Bulanda and Mjini zones.

3.6 Parks

There are two recreational parks in Busia town. These are provided by the County Government of Busia and the Kenya Forest Services Arboretum. These parks are within the Busia town and can only be accessed by the people in the town. In the estates, there are no parks and only a few play grounds and open spaces which are used for recreational purposes. There is need to establish green parks away from the CBD to cater for other parts of the municipality.

CHAPTER FOUR: MUNICIPAL STRATEGIC DIRECTION

The purpose of this chapter is to provide for strategies and their specific measures/actions and creating a framework for implementation.

4.1 Municipal vision Statement

The community's vision for Busia was:

“To be a vibrant, sustainable and competitive gateway to Kenya with an edge in the areas of hospitality, safety, housing and efficient infrastructure”.

4.2 Municipal Mission Statement

Planning for urban area was guided by the community's vision and the smart growth model's benchmarks.

To provide an integrated spatial framework for coordinating development efforts by promoting efficiency in land administration, management and access to adequate, affordable and sustainable housing within the Municipality.

4.3 Strategic objectives

In pursuit of the municipality's vision, the stakeholders identified 5 strategic objectives with a clear mandate to spur economic growth are considered. The strategies aims at building the municipality for its current and future residential needs in the following areas:

- i. Infrastructure-led municipality
- ii. Sustainable human settlement municipality
- iii. Safe and healthy municipality
- iv. Social municipality
- v. Transparent municipality
- vi. Economically sustainable Municipality

The objectives can be consolidated in a matrix form that describes how the IDeP will respond to the key areas in relation to the Vision 2030, the CIDP and the reviewed ISUDP.

Strategic objectives	Sector	Activity
Infrastructure-lead municipality	Liquid Waste and solids management	-collection and disposal of wastes -clean-up exercises
	Urban transport network	-design parking areas -constructing truck roads and bypasses -Properly planned Bus Park -improve access roads to bitumen standards. -Open up closed/encroached service lanes.
	Water, sanitation, and sewerage system	-providing clean and safe water -construction of a sewer line
	Housing	providing affordable shelter
Safe and healthy municipality	Security	-installing cctv surveillance, street lights
	Disaster management	Providing fire & rescue services
	Public Health	Improving health and well-being by minimizing disease
	Traffic regulation Environment	-recruiting of law enforcement officers -minimizing pollution -urban greenery/Planting of trees I
Economically sustainable Municipality	Trade Development	Creating more trading spaces ie Constructing markets
Transparent municipality	-Management -staff capacity building	-Efficient and transparent governance -Increasing levels of service delivery
Economically sustainable Municipality	Trade Development	Creating more trading spaces ie Constructing markets
	Sports & Culture	-improve use of municipality's assets -improve the stadium

Social municipality		-create recreational areas
	Sports care	-supporting interventions for vulnerable children
	Tourism	-promoting tourists attraction
Sustainable human settlement municipality	Spatial planning management	-buying land for building houses and other infrastructure services -Zoning of development-zoning areas through action area plans

CHAPTER FIVE: SECTORAL PLANS

5.1 Introduction

Sectorial planning is strategic planning for defined entities, sectors or industries of the economy.

Sector in terms of sectorial planning means the spatial planning under consideration of only one planning criteria such as traffic, motorized and non-motorized transport system, telecommunication, Tourism, Agriculture, education, health, power supply, Water and sewerage system, storm water management, recreational facilities, social amenities, environmental issues among others.

Sectorial planning process includes detailing sectorial development objectives, policies, strategies and providing supporting documentation for processes of planning.

5.2 Housing and Settlement Upgrading

Housing strategies encompass a variety of actions that include development of formal housing as well as settlement upgrading. Both aspects involve the development of infrastructure and the necessary facilities conducive to human habitation. As provided for by the United Nations under the International Covenant on Social, Economic and Cultural Rights adequate housing includes the following elements:

- i. Legal security of tenure
- ii. Availability of services, materials, facilities and infrastructure
- iii. Affordability
- iv. Habitability
- v. Accessibility
- vi. Location
- vii. Cultural adequacy

The following are Municipal housing and settlement Objectives;

- i. To improve accessibility within the informal settlements
- ii. To improve security in Marachi and Burumba Estates.
- iii. To improve housing condition within Marachi Estate
- iv. To improve solid waste management
- v. To connect the informal settlements with the sewer system

- vi. To reduce flooding incidences in the informal settlements

Principles for the provision of formal housing will be guided by planning standards and building regulations operating in Kenya, while slum upgrading strategies will be governed by the Kenya Informal Settlements Improvement Programme (KISIP).

In order to achieve the above proposed strategies it is necessary that the Municipality of Busia undertakes the following steps:

- i. Preparation of physical development plan for Busia outlining zoning codes and regulations.
- ii. Mobilization of resources - mobilize financial resources from the public sector, development partners, private sector, civil society and beneficiary settlement communities and individuals.
- iii. Institutional arrangements for slum upgrading implementation
- iv. Undertaking social and economic mapping about who will be affected
- v. Preparation of digitized base maps for each informal settlement to aid planning
- vi. Planning for residential estates/neighborhoods
- vii. Acquisition of land for infrastructure provision
- viii. Execution of construction works

5.3 Environmental Management

The best use of the land needs to be assessed in terms of not only the economic aspects but also the environmental aspects. There is need therefore to integrate environmental concerns in the planning for urban development. However, in large urban agglomerations, the problems cannot merely be solved by pollution control measures such as control of pollution at source, providing sewage treatment facilities etc. The environmental aspects are not usually considered while preparing master plans or budget plans to produce well co-ordinated and balanced developmental plans right at the planning stage itself.

The specific objectives of the study are:

- Protecting and preserving natural water courses
- Improving access to portable water
- Expanding sewer coverage

- Provide solid waste management
- Provide recreational parks in Busia town
- Reducing environmental hazards and disasters

5.4 Planning for transport

Transport is one of the major challenges within the planning area. This strategy is based on pertinent challenges that should be addressed to improve the quality and extent of the transport system in Busia Municipality. The proposed recommendations focus on the broad objective of improving access and mobility in addition to integrating other elements of a good transport system such as, comfort, reduced travel time, convenience, efficiency and low transport costs. Special emphasis should be put on developing infrastructure that supports Non-motorized transport (NMT).

5.4.1 Public Transport system

One of the basic challenges in urban transport is to ensure a sustainable balance between public and private modes of travel. This can be achieved by adopting two general categories of measures, that is, public transport incentives and automobile disincentives. Since it will be too sensitive to adopt any automobile disincentive measure given the low level of auto ownership in Busia, the focus for ensuring a balanced development of urban transport should concentrate on providing public transport incentives and priorities. Some of the broader strategies that Busia should consider in the medium/long term future include:

1. Provision of public transport priority measures, which include: (i) in the short term – well designed and sited bus stops which are at least 500m from the main origins and destinations; and, bus terminals with booking offices and covered passenger waiting areas, and well lit. In the medium/long term – road lanes for the exclusive use of buses; and, priority intersection controls for public transport vehicles.
2. In the long term, encourage the use of higher capacity public transport modes in the central parts of the municipality for better usage of road space and increases public transport supply.
3. Allow for controlled competition for routes by organized private transporters to reduce wasteful competition by operators who use very large numbers of small capacity and low-cost matatus and motor-cycles inconsistent with travel demand. In its extreme form, the wasteful competition can lead to inefficient use of the road network.

5.4.2 Air Transport

A new location for an airport should be identified and reserved for the development of an airstrip in the short term, but should be adequate for a regional airport in the long term. It should be located at least 15 km from the town centre to allow for the natural expansion of the town.

5.4.3 Walking and Cycling

Since walking and cycling are essential for the use of public transport, streets must be made safe from crime, friendly to disabled, and include public amenities, such as shops and restaurants, and planned street trading. These conditions can only be fulfilled if special attention is given to speed-reducing measures on streets where mixed traffic cannot be avoided or is allowed.

5.4.4 Parking

On-street parking should be provided on the minor and urban streets, but not on principal arterials. Development of off-street parking should also be encouraged by the Municipality as part of commercial and office space developments.

5.5 Social Infrastructure

Vision 2030 aspires for a country firmly interconnected through a network of roads, railways, ports, airports, water and sanitation facilities, health facilities, education, recreation, energy and telecommunications. The government therefore has given the highest priority to investment in the nation's infrastructure. The government is also determined to improve security in order to lower the cost of doing business and to provide Kenyans with a more secure living and working environment.

5.6 Health

There is need to acquire more land for future expansion of the District Hospital. As compared to Alupe Sub-Hospital, Alupe has more land that can be used for future expansion.

5.7 Strategies

Improving health facilities in the municipality.

Acquiring more land next to the County Referral Hospital for expansion.

There is one Public Cemetery located next to the sewer pond and it is not fenced. There is also a private cemetery called Malingu in Bulanda area. The municipality lacks a designated

burial site for the Muslim Community. Currently, where Muslims are interred is full and inadequate.

Strategies

- i. Expanding the cemetery facilities
- ii. Fencing the cemetery at the sewer pond to demarcate between Muslim's and other religions.

5.8 Communication

Communication is dominated by the use of telephone (both landline and mobile). The landline telephone lines are however not widely used due to their inefficiencies and vandalism. Most units are also not connected to this communication line. The mobile industry fuels communication within the town with the sole communication service providers being Safaricom, Airtel, Orange and Yu networks. The municipality also has access to courier services. Public Service Vehicles (PSV) Bus companies, security companies and Kenya Postal Corporation are the main competitors providing this service within the municipality.

5.9 Security

Busia Municipality has one (1) police station, Divisional Offices in Alupe with Administration Police (AP) Camp and several Chief camps. Police Patrol Base in Mundika also assists the municipality with security issues even though it is located outside the municipal's jurisdiction. Busia Prison is also located in Mundika which is approximately 5 km from the border post. The United Nations recommend a ratio of 222 police officers for every 100,000 people (1 police officer: 450 people). Busia Police Division with a population of 82,000 has three (3) police stations, two (2) police posts and four (4) patrol bases.

There is need for a police post in Alupe because of increasing number of education and research institutions operating in that area. This Police post will also secure activities that will be created by the proposed Alupe Education Park.

5.10 Electricity

Development projects recommended under this strategic urban development plan will definitely increase demand on Busia's electricity supply. Currently, Busia experiences regular power cut which is not good for investors. Approximately 15% have access to electricity in Busia Municipality. This is skewed in favour zones closer to the CBD.

CHAPTERS SIX: RESOURCE MOBILIZATION

6.1 Introduction

This chapter identifies the resource mobilization framework that will include strategies for financial management, revenue raising, capital financing, debt management and asset management.

6.2 Financial Management

Municipality of Busia will follow the principles of public finance in financial management as outlined in Article 226 of the constitution of Kenya and PFM Act (2012). The Municipality budgetary resources will be used as per this integrated development Plan. The Public Finance Management Act (2012) will be complied with in use of accounting standards while managing and preparing the Municipality financial estimates, preparation and submission for approval of annual estimates and preparation and submission of relevant financial reports to the relevant institutions. All expenditure to be incurred in the Municipality will be within the approved budget. The Municipality will prepare annual procurement plans and strictly adhere to them and ensure adherence to the Public Procurement and Disposal Act (2015), and other relevant laws to ensure structures and practices are in conformity with the guidelines

6.3 Revenues

The Municipality will ensure collection of revenues within the Municipality jurisdiction which will in turn be used in financing some of its operations. The revenues that the Municipality collects will be limited to those permissible by law and as delegated by the County government.

6.4 Capital Financing

In order to finance massive projects in the Municipality, alternative sources of funding are crucial. The Municipality will initiate capital financing strategies such as:-

Public Private Partnership

Public Private Partnerships Act No.15 of 2013 provides for the participation of the private sector in the financing, construction, development, operation, or maintenance of infrastructure or development projects of the Government through concession or other contractual arrangements; the establishment of the institutions to regulate, monitor and supervise the implementation of project agreements on infrastructure or development projects and for connected purposes.

Busia Municipality will partner with Private Sector to carry out some of its projects through Public Private Partnerships (PPP) framework.

Lease Financing

Some services are essential yet expensive to offer. Through lease financing the Municipality will acquire equipment and services at a cheaper cost than purchasing them. The Municipality cash flow will improve when the leased equipment is utilized. Leasing is an effective credit tool as it ensures that the funds provided are used solely for the intended purpose. Some of the services that will be offered through lease include ambulances, firefighting engines, and motor vehicles and cleaning services among others

Development Partners

The Municipality will collaborate with development partners in setting up some priority projects and programs within Municipality. Some partners will give grants to the Municipality to develop some essential services within the Municipality. Such partners may include World Bank, French Agency for International Development (AFD), European Union (EU) German Aid (KFW) and Swedish International Development Agency (SIDA), etc.

Internal and External Borrowing

The Municipality may adopt borrowing as financing options for the projects it intends to do. It will come up with policies that will guide debt management. However these have to be in line with the PFM Act (2012).

CHAPTER SEVEN: MONITORING AND EVALUATION FRAMEWORK

7.1 Rationale

Monitoring and evaluation of the IDeP seek to achieve the following:

- a) **Facilitate Informed Decision-making:** This will provide valuable insights into how the programmes are being implemented, the extent to which it is serving the intended beneficiaries, its strengths and weaknesses, its cost – effectiveness and potentially productive directions for the future.
- b) **Assess Value for Money:** This will entail measuring and judging the impact of the programmes in relation to the planned outputs, outcomes and impacts.
- c) **Accountability:** Programmes' accountability will entail an effort to meet the diverse information interests and expectations of all those who have a stake in the Sector – the citizens.
- d) **Learning Process:** This will seek to maximize on citizens' participation. This evaluation will be a human-centered assessment of the extent of citizens' participation, how well participation is doing and what is effect of the Programme on the citizens. This is guided by the notion that to live is to learn, and to neglect lessons from life experience is to waste the life itself.

7.2 Data collection, Analysis, and Reporting

The methodology and approach of data collection and analysis will be guided by programmes and sub-programmes. The Municipal annual work plans will be the basis for outlining the milestones, deliverables as well as their respective due dates. The standardized M&E templates form the basic tool for tracking the implementation of projects and programmes.

7.3 Framework for Monitoring and Evaluation

Before inception of any project, a baseline survey will be done to enable evidence based planning. Project proposals and plans for the projects identified will, against activities, clearly

indicate the hierarchy of results from objectives, activities, outcomes, inputs, objectively verifiable indicators, and means of verification to key assumptions of the project.

7.4 Ex ante Evaluation

At the beginning of every project, an evaluation will be done to document the actual existing conditions (baseline), people's expectations and intents. The Municipality shall establish a Monitoring and Evaluation Unit in conjunction with other divisions within the Municipality will undertake baseline surveys and feasibility studies, and findings documented to justify projects.

7.5 Ongoing Evaluation

The Economist will be responsible for monitoring and evaluation, and will be mandated with continuous compiling and reporting on the performance of all the Municipality projects.

7.6 Annual Projects/Programmes Reports

The outcomes of all projects implemented within a financial year will be compiled as Municipality annual projects/programmes report. The annual reports will among other issues document the resource use and value for money, impacts to the beneficiaries, challenges experienced and lessons to be instituted during the subsequent project implementations.

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