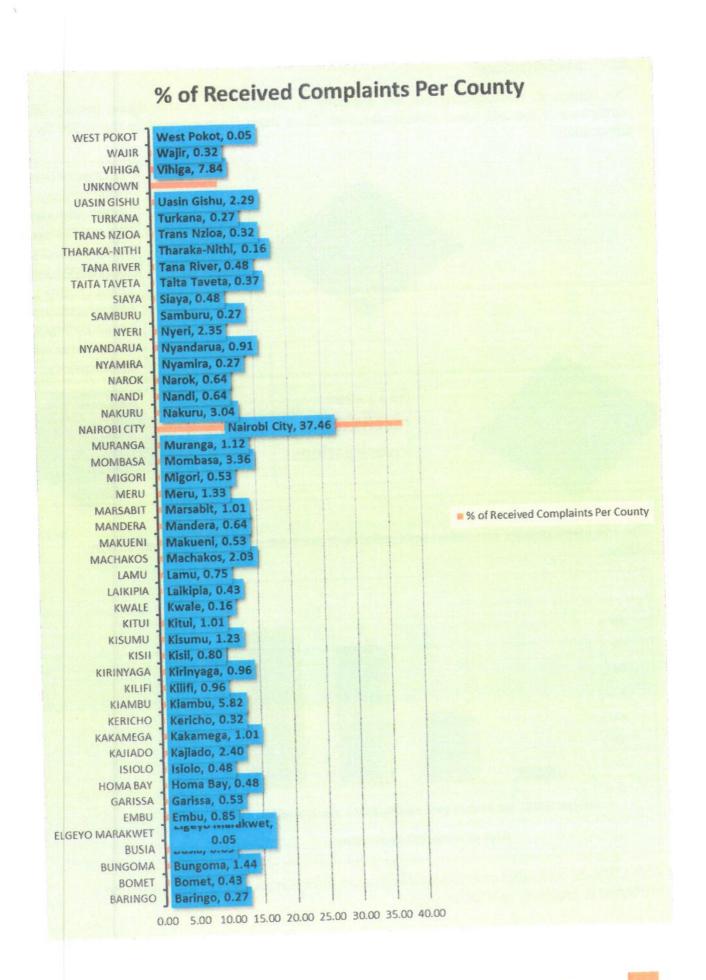


DRAFT STRATEGY PAPER:
DECENTRALIZATION OF IPOA SERVICES

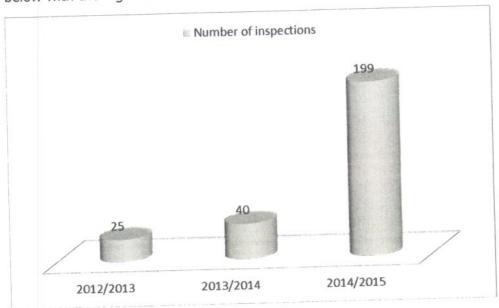
September, 2015

- c) Currently, IPOA is based in the capital city, and there is a growing need for the authority to start exploring modalities towards devolving its services, build partnerships and linkages with the County Governments. The growing number of public complaints against the police that the Authority has continued to receive, is a testimony and the need to establish cluster offices across the country through which the public can better access the Authority at the local levels.
- d) Empirical evidence has also pointed out that policing in rural and peripheral areas is often open to significant abuse because the scrutiny of oversight institutions, civil society organizations and the media is often not as intense as is the case in urban areas, towns and large cities like Nairobi. This situation exacerbates police brutality to the public with no possibility of these actions being known to the public, and more so the victims suffering in silence.
- e) As devolution takes effect, opportunities for creating effective systems of accountability within the security sector is inevitable. An important framework through which IPOA's decentralization process can anchored is the *County Policing Authority*. As provided by Section 40 and 41 of the NPS Act, the County Policing Authority provides a platform for IPOA and stakeholders to leverage upon and build partnerships for increasing better access, integrating good governance, professionalism, principles of human rights and accountable policing at the local levels in Kenya.
- f) The ultimate aim of Authority's decentralization is to ensure a professional police service that is accountable, effective and efficient, capable of providing security to its citizens in a manner consistent with the rule of law and human rights. Effectively, the Authority would be in a position to carry out its policing oversight mandate closer to the public.



3.3 Inspections

Since establishment, 264 inspections of police premises have been conducted as tabulated below with the highest number during 2014/15 financial year:



So far, inspections have been conducted in 30 Counties across the country, namely:

Nairobi, Kiambu, Nakuru, Nyeri, Kirinyaga, Muranga, Kajiado, Tana River, Machakos, Makueni, Kisumu, Kisii, Migori, Vihiga, Kakamega, Bungoma, Busia, Nakuru, Trans Nzoia, Uasin Ngishu, Kilifi, Mombasa, Garissa, Homabay, Kericho, Kitui, Kwale, Meru, Siaya, and West Pokot.

- Ease of accessibility by members of the public;
- Security of staff and convenience of reasonable accommodation;
- Number of police stations and posts (where people can be detained); and
- Ease of reach of the cluster offices from any side of the Counties

No.	Clusters	Cluster Office	Counties clustered Garissa, Wajir, Mandera, Marsabit, Isiolo; Tana River Turkana, West Pokot, Marsabit						
1	Cluster 1	Wajir							
2	Cluster 2	Lodwar							
3	Cluster 3	Eldoret	Uasin Gishu, Nandi, Elgeyo Marakwet, Trans Nzoia, Kakamega, Bungoma Nakuru, Kericho, Narok, Nyandarua, Baringo						
4	Cluster 4	Nakuru							
5	Cluster 5	Mombasa	Mombasa, Kilifi, Lamu, Taita Taveta, Kwale, Tana River						
6	Cluster 6	Kisumu	Kisumu, Siaya, Vihiga, Kakamega, Busia, Bungoma, Trans Nzoia						
7	Cluster 7	Kisii	Homabay, Kisii, Migori, Bomet, Nyamira						
8	Cluster 8	Meru	Meru, Tharaka Nithi, Laikipia; Samburu, Isiolo, Tana River						
9	Cluster 9	Sagana	Nyeri, Kirinyaga, Murang'a, Embu						
10	Cluster 10	Nairobi / Head Office	Nairobi, Kajiado, Narok, Kiambu, Machakos, Makueni, Kitui						

Due to budgetary constraints, it is proposed that the decentralization of services be done progressively in a two-phase manner in order of priority as follows:

- Phase I: 2016/2017 financial year:
 - Cluster 1,
 - Cluster 5,
 - > Cluster 2,
 - > Cluster 6, and
 - ➤ Cluster 3
- Phase II: 2017/2018 financial year:
 - > Cluster 7,
 - Cluster 8,
 - Cluster 4, and
 - ➤ Cluster 9

requires an additional budgetary provision of **Kshs. 203m** during the first year (2016/2017) and **Kshs. 153m** during the second year (2017/2018) of implementation. The budget is to cater for the following:

- > 127 additional employees, 71 during Phase I and 56 during Phase II
- > At least 10 motor vehicles
- > ICT Equipment and accessories
- > Furniture
- Rental costs
- Motor vehicle running costs
- Office running costs
- > Telephone/expenses
- > Other operational costs

The projected budget is shown here below:

Particulars	Phase I (5 Cluster Offices), Kshs. Million	Phase II (4 Cluster Offices), Kshs. Million
Staff costs	138	103
Recurrent operational costs	16	10
Capital expenditure	44	35
Contingencies	5	5
Total	203	153
Total projected implementation cost		Kshs. 356m

5.3 Performance Management

The Authority recognizes that meaningful achievement of its mandate will be achieved through the performance management strategy as spelt out in the Strategic Plan thus the existence of an elaborate Performance Management Framework. The adoption of this strategy has resulted to development and application of Planning, Monitoring and Evaluation frameworks, tools and methods as well as individual performance appraisal. The existing Performance Management Framework will therefore be cascaded and rolled out in all the decentralized units and this will ensure the receipt and feedback of performance information between the Headquarters and the decentralized units. This will facilitate clear setting of expectations (targets), continuous assessing of performance and developing of capacity to the desired performance for the Authority.

5.4 The Role of a Robust ICT Infrastructure

A robust ICT infrastructure will enhance delivery of decentralized services. This will enable cluster interconnectivity with the head office for fast and effective communication to enable prompt decision making and feedback. A Local Network infrastructure will be required in each of the regional offices. Upgrading of the current server, network infrastructure and bandwidth will be required to allow multiple access users in each centre in a safe and secure manner to the head office. This will be through Virtual Private Networks. IP telephony

vehicle, 10 personal computers, 2 laptops, basic furniture and fittings, 1 copier, printer, scanner and telephone equipment. These items are estimated to cost a one-off capital outlay estimated at Kshs. 44m during Phase I and Kshs. 35m during Phase II.

- c) Lease of offices: Each regional office will require leased office space with all the necessary operational services such as telephone, internet, security, motor vehicle running costs, and repairs and maintenance expenses for the office premises etc. These services are estimated to cost Kshs. 16m during Phase I and Kshs. 10m during Phase II. A contingency of Kshs. 5m for each implementation year has been projected for any unforeseen circumstances.
- d) Budget escalation: The Authority's budget will escalate to about Kshs. 650m during the first year of implementation, Kshs. 800m during the second year of implementation and thereafter average at over Kshs. 850m in subsequent years. A schedule of estimated costs is attached here below.
- e) Deployment, management and accountability of financial resources: This will call for frequent travels to each office for audit assurance. There will also be the burden of preparation and consolidation of financial transactions with those of head office, causing delays in financial reporting.
- f) ICT infrastructure: Cost of integration of ICT infrastructure with the head office and reliability of such interconnection.
- g) Procurement: At the local level, taking into account the requirement for adoption of e-procurement.
- Access of medical services: Logistical problems to ensure that the medical service provider can provide staff with the required care at the local level.
- Familiarity with local police officers: this may compromise the Authority's independence in executing its mandate and mitigation measures will be required.
- j) Staff security: in certain areas that are frequently affected by conflicts and terrorism activities. Security will attract additional recurrent staff costs in form of risk allowance.

7.0 Recommendations and Way Forward

Considering the above opportunities and challenges, it is recommended that the Authority should consider the following to inform it on the way forward towards decentralizing its services within reasonable reach of the public:

- a) Carry out a targeted study through a Consultant on clustering of the country, putting into consideration all the socio-economic factors, including Nairobi. The study should establish the priority areas, clearly outlining the basis for proposed clustering. The clustering should, however, consider the most efficient and cost-effective way of creating the offices. The study should also attempt to establish the actual costs of operating such offices.
- b) Strengthen the current capacity at the head office so as to effectively support the decentralized units once rolled out.
- c) Due to the high staff and operational costs involved, consider establishing the planned 9 cluster offices in a staggered manner starting with 5 priority ones as

THE TOTAL NUMBER PER CLUSTERS FOR POLICE DIVISIONS; STATIONS; POSTS AND BASES (KPS)

Annexure to IPOA Decentralization Strategy Paper

Total Number of Divisions: 292

Total Number of Police Stations: 441

Total Number of Police Posts: 252

Total Number of Patrol Bases: 362

Police Premises: KPS	Cluster Police Divisions: 35	Cluster Police Stations: 49	Cluster Police Posts: 8	Cluster Police Bases: 25	Cluster Police Divisions: 10	Cluster Police Stations: 15	Cluster Police Posts: 16	Cluster Patrol Bases: 9	Cluster Police Divisions: 34	Cluster Police Stations: 48	Cluster Police Posts: 33	
Counties clustered	Garissa, Wajir, Mandera, Marsabit, Isiolo; Tana River				Turkana, West Pokot, Marsabit				Uasin Gishu, Nandi, Elgeyo Marakwet, Trans Nzoia,	Uasin Gishu, Nandi, Elgeyo Marakwet, Trans Nzoia, Kakamega, Bungoma		
Cluster Office	Wajir				Lodwar				Eldoret			
Clusters	Cluster 1				Cluster 2				Cluster 3			
No.	-				2				3			

(PS	its: 18	tes: 34	isions: 30	tions: 43	sts: 30	ses: 70	risions: 64	tions: 106	sts: 75	se: 71
Police Premises: KPS	Cluster Police Posts: 18	Cluster Patrol Bases: 34	Cluster Police Divisions: 30	Cluster Police Stations: 43	Cluster Police Posts: 30	Cluster Patrol bases: 70	Cluster Police Divisions: 64	Cluster Police Stations: 106	Cluster Police Posts: 75	Cluster Patrol Base: 71
Counties clustered			Nyeri, Kirinyaga, Murang'a, Embu				Nairobi, Kajiado, Narok, Kiambu, Machakos, Makueni, Kitui			
Cluster Office			Sagana				Nairobi / Head Office			
Clusters			Cluster 9				Cluster 10			
No.			6				10			