



MINISTRY OF INTERIOR AND
NATIONAL ADMINISTRATION



JUKWAA *LA* USALAMA

COUNTY TOURS

ABRIDGED TECHNICAL REPORT

47 COUNTIES • ONE NATION • HUDUMA NI HAKI YAKO

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FOREWORD

The Ministry of Interior and National Administration is committed to strengthening security and service delivery at the grassroots level by empowering National Government Administrative Officers (NGAOs), security personnel, communities, and other critical stakeholders through targeted capacity building, enhanced resource allocation, and robust multi-agency collaboration.

The Jukwaa la Usalama forums provided invaluable, first-hand insights into the prevailing security and service delivery challenges, as articulated directly by citizens, leaders, and government officials at the grassroots level across all counties. This report, distilled from these rich engagements, highlights significant achievements, the challenges, and actionable recommendations that will inform the Ministry's security strategies moving forward. These forums have been instrumental in fostering trust between communities and security agencies and promoting citizen-centered approaches.

Kenya's historical security framework, once dominated by a centralized provincial administration and a police force under a centralized command, has undergone a profound transformation following the promulgation of the 2010 Constitution. The revamped legal framework decentralized governance, redefining the roles and functions of security agencies, emphasizing professionalism, accountability, and increased community involvement. It also shifted the focus of the Ministry of Interior and National Administration to policy oversight within a devolved governance context, thereby advancing transparency, equity, and responsive security management nationwide.

The Jukwaa la Usalama forums were mooted to address critical gaps in security governance by providing structured, consultative spaces for open dialogue where local and national security concerns are openly aired and collaboratively resolved. Since their inception, these forums have played a pivotal role in improving public trust, enhancing information exchange, and solidifying partnerships between citizens and security agencies.

Kenya's security landscape is intricate, marked by recurring threats such as organized criminal networks, cattle rustling, land disputes, and resource-based conflicts. The challenges are exacerbated by infrastructural inadequacies and institutional capacity limitations. The forums sought practical solutions to address the challenges by empowering communities to actively engage in security dialogues and decision-making, thereby fostering greater understanding and accountable governance.

A defining strength of the Jukwaa la Usalama initiative was its inclusivity. It successfully integrated diverse stakeholders including youth, student leaders, women, political leaders, elders, religious organizations, and the business community, which ensured a balanced representation of perspectives and viewpoints on issues. The deliberations were open, candid and devoid of bureaucracy.

As a Ministry, with the gracious indulgence of His Excellency the President Dr. William Samoei Ruto, C.G.H, and Parliament, we intend to entrench these forums as a foundational component in execution of Kenya's national security architecture. The insights and recommendations herein provide a strategic framework to enhance citizen participation in governance, bolster inter-agency cooperation, and safeguard the security, peace, stability, and prosperity of all Kenyans.

I wish to most sincerely thank H.E. the President for his guidance and support throughout the exercise. I am greatly obliged to the public and the leaders who attended and made presentations in the forums across the country, and the numerous government officials who worked tirelessly to make the forums a success.

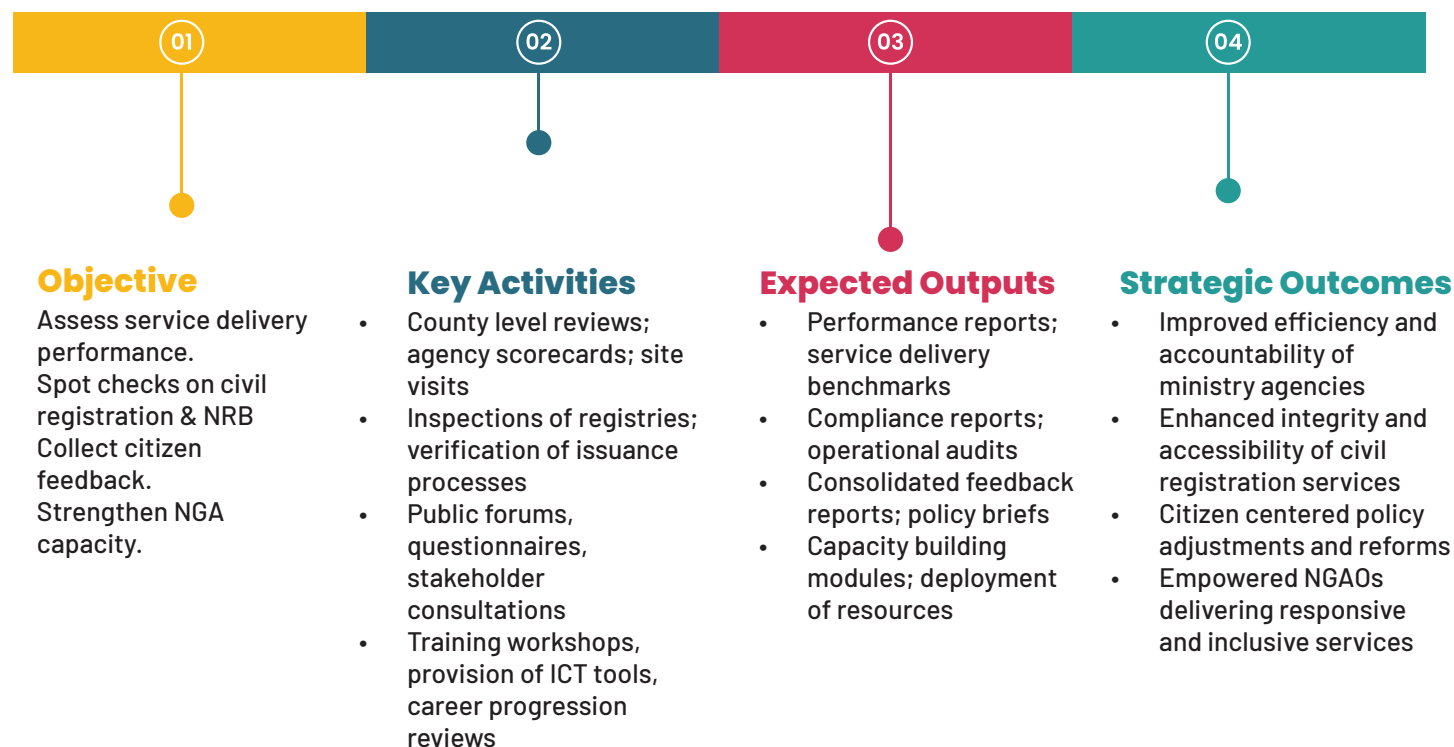
Lastly, I call upon all stakeholders to embrace the spirit of collaboration exemplified by the Jukwaa la Usalama forums and to dedicate themselves to their effective implementation. United, we shall build a safer, cohesive and more inclusive Country where the safety and security of every individual is guaranteed.

1.0 BACKGROUND AND PURPOSE

The Jukwaa la Usalama initiative was instituted as a strategic mechanism to address the evolving dynamics of security and service delivery across Kenya’s counties. Anchored in the constitutional tenets of public participation and devolved governance, the forums provided structured platforms for citizen–state engagement, enabling communities to articulate localised concerns directly to senior government officials. This participatory approach marked a deliberate shift from historically centralised security administration, aligning the Ministry’s oversight mandate with the principles of inclusivity, transparency, and responsive governance. The forums served to assess service delivery efficacy, monitor the implementation of presidential directives, and strengthen inter–agency coordination, while simultaneously enhancing the welfare and operational capacity of National Government Administrative Officers (NGAOs).

The rationale underpinning the forums was threefold: first, to identify operational and governance constraints such as staffing deficits, mobility limitations, and administrative bottlenecks; second, to validate the execution and resonance of presidential directives and flagship projects at the county level; and third, to co-design implementable interventions through participatory problem-solving and evidence-based policymaking. By facilitating multi-agency synergies and leveraging grassroots feedback, the forums have emerged as a diagnostic, evaluative, and reform-orientated instrument for aligning national policy priorities with county-level realities, thereby reinforcing Kenya’s constitutional commitment to citizen-centred security governance.

Jukwaa la Usalama Objectives Matrix



The Jukwaa la Usalama exercise was executed over a six-month period, commencing on 7th April 2025 in Mombasa County and concluding on 2nd October 2025 in Nairobi City County, thereby achieving full coverage of all forty-seven (47) counties of the Republic. The initiative included various activities designed to gather citizen opinions, improve cooperation between institutions, and assess how well services are provided by the Ministry of Interior and National Administration. Key components included structured stakeholder engagements with NGAOs and security committees, targeted assessments of civil registration processes, consultative sessions with elected leaders, inclusive public forums involving civil society and special interest groups, and on-site inspections of national projects to ascertain implementation status and community impact. The extensive reach and depth of the exercise engaged multiple levels of governance and diverse societal actors in a coordinated and participatory framework.

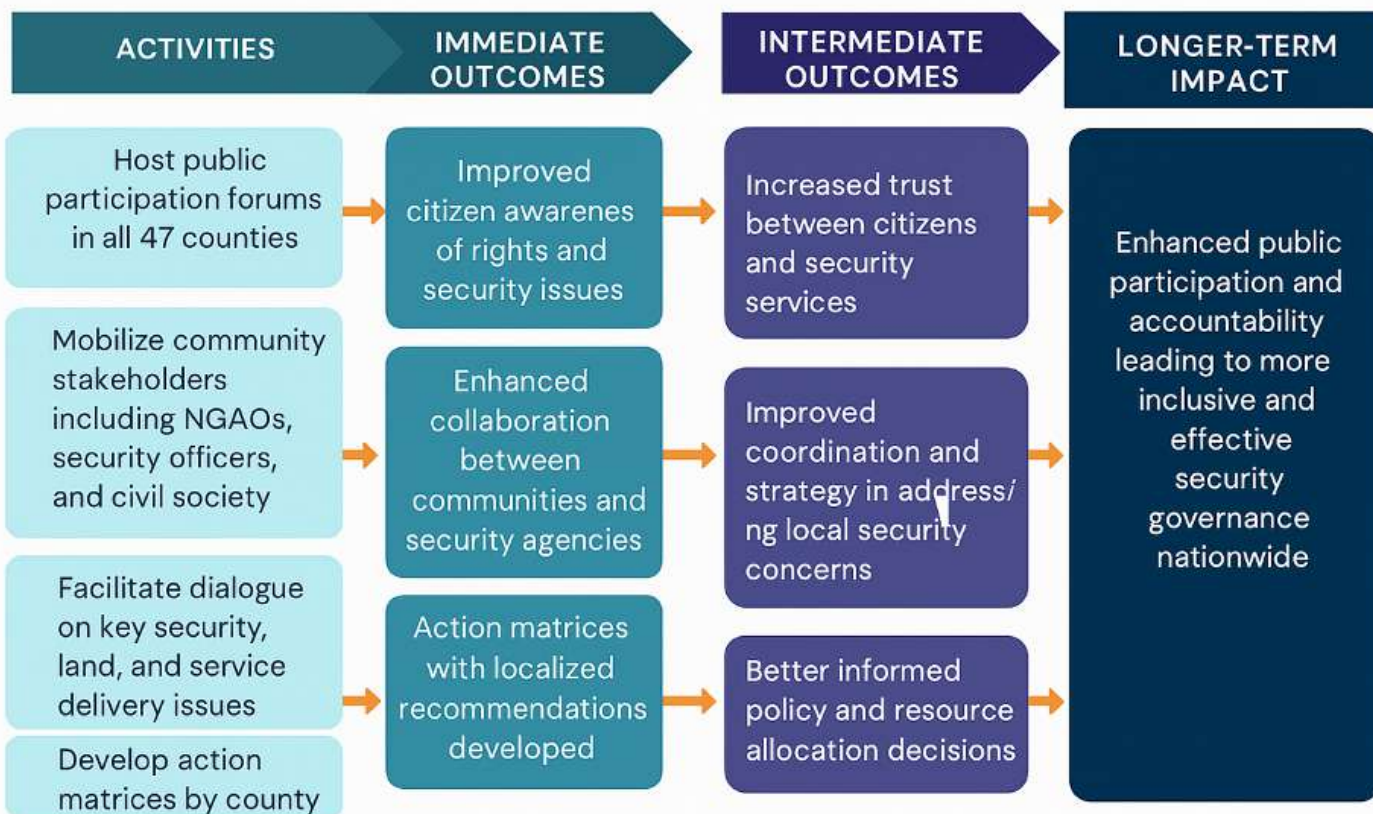
Scope of work for Jukwa la Usalama

Level / Activity	Coverage / Participation	Purpose / Output
Regional Security & Intelligence Committees	8 Committees	Regional coordination and intelligence sharing
County Security & Intelligence Committees	47 Committees	County level security assessments and reporting
Sub County Security & Intelligence Committees	412 Committees	Localised threat identification and response
Divisional Security & Intelligence Committees	995 Committees	Grassroots monitoring and community liaison
Chiefs	4,003 Chiefs	Direct community engagement and administrative oversight
Assistant Chiefs	9,112 Assistant Chiefs	Village level service delivery and citizen feedback
Village Administrative Elders	Nationwide	Informal governance and community intelligence
National Government Agencies	All relevant agencies	Policy alignment and inter agency coordination
County Public Engagements	48 forums	Citizen dialogue and participatory governance
Questionnaires	50,000 responses	Evidence based data collection and analysis
County Media Briefs	48 briefs	Public communication and transparency
Joint Media Interviews	8 sessions	National awareness and accountability
Governors	47 Governors	County leadership input and policy harmonization
Members of Parliament (MPs)	National coverage	Legislative perspectives and oversight
Members of County Assemblies (MCAs)	County coverage	Local legislative concerns and resolutions
Universities & Colleges Student Leaders	Multiple institutions	Youth perspectives and civic engagement
Religious Groups	Nationwide	Moral authority and community mobilization
Professional Associations	Sectoral coverage	Technical expertise and institutional feedback
Business Communities	County and national	Economic perspectives and investment security
Resident Associations	Urban and peri urban	Local service delivery and security concerns
Private Security Companies	National coverage	Complementary security input and partnership
Special Interest Groups	Nationwide	Inclusion of marginalized and vulnerable populations

The theory of change underpinning the Jukwaa la Usalama initiative is premised on the assumption that inclusive, participatory, and evidence-informed engagement between citizens and state institutions leads to more responsive governance, enhanced service delivery, and improved security outcomes. By systematically capturing grassroots perspectives, validating the implementation of national directives, and co-designing context-specific interventions, the forums operationalize a feedback loop that informs policy refinement and institutional reform. This approach ensures that strategic decisions are grounded in lived realities, thereby fostering trust, strengthening accountability, and aligning national priorities with county-level needs in a manner that is both sustainable and constitutionally compliant.

Theory of change

JUKWAA LA USALAMA THEORY OF CHANGE



2.0 SITUATIONAL ANALYSIS

Kenya's security and governance environment remains complex, shaped by differentiated threats, service delivery gaps, institutional constraints, and socio economic drivers of insecurity. The Jukwaa la Usalama forums revealed that while constitutional reforms have decentralized governance and enhanced citizen participation, systemic weaknesses persist across multiple domains:

a) Security Environment

- **Terrorism:** Sustained threats in North Eastern, Coast, and parts of Nyanza, with extremist networks exploiting porous borders and local grievances;
- **Organized Gangs:** Rising prevalence in Coast, Western, and Nairobi peri urban areas, often politically linked and financed through illicit brews, narcotics, and cyber fraud; and
- **Transnational Crime:** Smuggling along Lake Victoria and the Indian Ocean undermines border integrity, fuels contraband markets, and erodes state revenue.



b) Service Delivery

- **Administrative Units:** 4,571 gazetted units remain inactive, weakening grassroots governance;
- **Civil Registration:** 882 NRB centres still manual; Live Capture Units insufficient; coverage below 70% in ASAL counties; and
- **Identity Management:** Persistent gaps in registration undermine citizen access to services and national security.

c) Institutional Capacity

- **Staffing:** National Police Service (NPS) and Kenya Prisons Service (KPS) remain understaffed; police-population ratio at 1:575 against UN benchmark of 1:450; and
- **Correctional Facilities:** Severe congestion with 62,000 inmates against a capacity of 30,000, limiting rehabilitation and reintegration.

d) Logistics and Infrastructure

- **Mobility:** Vehicle and fuel shortages constrain patrols and rapid response;
- **Roads:** Poor "security roads" in volatile regions hinder deployment; and
- **Housing & ICT:** Inadequate officer housing and weak ICT connectivity reduce morale and operational efficiency.

e) Social Drivers

- **Illicit Alcohol & Drugs:** Proliferation of toxic brews and narcotics fuels crime, domestic violence, and youth vulnerability.
- **Youth Unemployment:** Idle youth exploited by gangs and extremist recruiters.
- **Land Grievances:** Boundary disputes, fraud, and historical injustices drive conflict; and
- **Weak Prosecution Capacity:** Delays and poor case follow up undermine deterrence, particularly in SGBV and organized crime.

Situational Analysis for Jukwaa La Usalama

DOMAIN	KEY ISSUES IDENTIFIED	IMPLICATIONS	STRATEGIC PRIORITY
SECURITY ENVIRONMENT	Terrorism hotspots (NE, Coast, Nyanza); organized gangs (Coast, Western, Nairobi); transnational smuggling (Lake Victoria, Indian Ocean)	Persistent insecurity, erosion of public trust, disruption of livelihoods	Intensify multi agency operations; strengthen border surveillance
SERVICE DELIVERY	4,571 gazetted units inactive; 882 NRB centres manual; LCUs insufficient; <70% coverage in ASALs	Weak grassroots governance; exclusion from identity systems; poor citizen access	Operationalize units; digitize NRB; expand mobile registration
INSTITUTIONAL CAPACITY	NPS understaffed (ratio 1:575 vs UN 1:450); KPS congestion (62,000 vs 30,000 capacity)	Reduced law enforcement effectiveness; compromised rehabilitation	Recruit/train officers; expand correctional infrastructure
LOGISTICS & INFRASTRUCTURE	Vehicle/fuel shortages; poor security roads; inadequate housing; weak ICT connectivity	Delayed response; low morale; poor coordination	Acquire vehicles; improve fuel allocation; invest in housing & ICT
SOCIAL DRIVERS	Illicit alcohol/drugs; youth unemployment; land grievances; weak prosecution capacity	Rising crime, SGBV, radicalization, and community mistrust	Expand rehabilitation; youth empowerment; strengthen land governance; enhance prosecution

This situational analysis underscores the interdependence of security, governance, and socio economic factors. Terrorism and organized crime thrive where service delivery is weak, institutions are overstretched, and social grievances remain unresolved. Addressing these challenges requires multi agency coordination, citizen participation, and sustained investment in infrastructure, staffing, and justice systems.

3.0 THEMATIC AREAS

The Jukwaa la Usalama forums surfaced a comprehensive array of thematic concerns shaping Kenya’s current security and governance landscape, including terrorism, organized crime, substance abuse, small arms proliferation, and pastoral conflict. Participants emphasized the need for multi-agency intelligence coordination, enhanced border surveillance, and community-based interventions to counter radicalization and criminal networks. Rising insecurity linked widespread issues like illicit alcohol, narcotics, and unregulated boda boda operations, necessitating expanded rehabilitation, structured licensing, and public awareness. Persistent challenges in identity management, correctional services, land adjudication, and grassroots governance were attributed to infrastructural deficits, staffing shortages, and manual systems, prompting calls for digitization, institutional modernization, and policy enforcement. The forums also underscored the urgency of strengthening ICT infrastructure, forensic capacity, and inter-agency coordination to ensure responsive service delivery and citizen trust. Collectively, these insights inform a matrix of strategic interventions aligned with national priorities and constitutional mandates.

Jukwaa la Usalama Thematic Areas

THEME	KEY ISSUES IDENTIFIED	FORUM EVIDENCE / ILLUSTRATIONS	STRATEGIC INTERVENTIONS	EXPECTED OUTCOMES
Counter Terrorism & Multi Agency Intelligence	Persistent terrorism in NE, Coast, Nyanza; sleeper cells; porous borders	Reports of Al Shabaab recruitment in Coast; sleeper cells in Hawinga (Nyanza); abductions in Garissa/Mandera	Strengthen multi agency intelligence centres; expand border surveillance; youth empowerment programmes	Reduced radicalization; resilient communities; enhanced intelligence sharing
Organised Criminal Gangs & Political Goons	Gangs extorting traders, disrupting rallies, controlling transport routes	Confirm gang in Nakuru; Gaza network in Nairobi estates; Wakali Kwanza in Mombasa; Sangwenya/Chinkororo in Kisii	Map gang leaders; dismantle recruitment cells; sustained multi agency operations; youth rehabilitation	Decline in gang activity; safer urban settlements; depoliticized security environment
Cross Border Organised Crime (Maritime & Lake Routes)	Smuggling of contraband, narcotics, arms	Busia/Migori gangs intimidating customs; weak lake patrols; Indian Ocean smuggling	Strengthen coast guard and lake patrols; customs coordination; deploy surveillance tech	Secured borders; reduced contraband; increased state revenue
Illicit Alcohol, Narcotics & Rehabilitation	Proliferation of toxic brews and narcotics; weak rehab capacity	NACADA reports of relapse; chiefs citing youth vulnerability	Expand rehab centres; enforce NACADA regulations; community awareness campaigns	Reduced substance abuse; healthier communities; lower crime rates
Small Arms Proliferation & Disarmament	Illegal firearms fueling banditry and crime	Operation Maliza Uhalifu recovered 600+ firearms, 21,000 animals	Scale up disarmament; strengthen border controls; expand NPR deployment	Fewer illegal arms; reduced cattle rustling; safer communities
Cattle Rustling, Stock Theft & Pastoral Conflict	Insecurity in Rift Valley & Upper Eastern; resource scarcity	Reports of raids and displacement; cultural practices sustaining rustling	Community dialogue; alternative livelihoods; enhanced patrols	Reduced pastoral conflict; improved inter communal relations
SGBV, Child Protection & Gender Desks	Rising SGBV cases; weak prosecution; inadequate victim support	Forums highlighted delays in ODPP prosecutions; lack of psychosocial support	Expand gender desks; strengthen ODPP; integrate psychosocial services	Increased reporting; stronger deterrence; improved victim support
Boda Boda Regulation & Integration	Sector linked to crime, accidents, political mobilization	Chiefs reported boda boda gangs facilitating violence	Structured registration; licensing; training; integration into security committees	Safer transport sector; reduced exploitation; improved community policing
NRB/CRS Modernisation, LCUs & Maisha Card	882 centres manual; <70% coverage in ASALs	Mobile registration reached remote areas but gaps persist	Digitize NRB/CRS; expand LCUs; accelerate Maisha Card rollout	Universal registration; improved identity management; secure databases
Prison Modernisation Decongestion & Forensics	62,000 inmates vs 30,000 capacity; dilapidated facilities	Forums cited overcrowding and weak forensic capacity	Expand prison infrastructure; invest in forensic labs; strengthen parole/community service	Decongested prisons; improved rehabilitation; stronger justice system
Land Adjudication, Titling & Anti Fraud	Boundary disputes; fraud; encroachment	Cartels exploiting delays; unresolved historical injustices	Accelerate adjudication; digitize land records; anti fraud enforcement	Reduced disputes; secure tenure; strengthened land governance
NGA Operationalisation: Offices, Staffing & Welfare	4,571 units inactive; staffing shortages; poor welfare	Chiefs/assistant chiefs lack offices, uniforms, allowances	Operationalize units; recruit staff; provide uniforms; integrate livelihoods programmes	Stronger grassroots governance; improved officer morale
ICT & Digital Governance (IC3, IPRS, Body Cameras, EDMRS)	Weak ICT connectivity; poor accountability	Forums emphasized modernization gaps	Expand IC3 centres; upgrade IPRS; deploy body cameras; operationalize EDMRS	Digitally enabled policing; transparent case management; improved accountability

4.0 PRIORITY INTERVENTIONS

The Jukwaa la Usalama forums effectively converted citizen feedback into a structured framework of priority interventions designed to reinforce national security, optimize service delivery, and protect community welfare. The Ministry has pledged to maintain intelligence-driven, multi-agency operations targeting terrorism, organized crime, and cross-border smuggling, while institutionalizing citizen engagement through the implementation of the Village Elders Policy, expansion of the Nyumba Kumi initiative, and establishment of rehabilitation centers. Advancement in digital governance will be achieved by revitalizing Integrated Command and Control Centres, integrating the National Police Service with the Integrated Population Registration System (IPRS), deploying Digital Occurrence Books, and increasing the number of Live Capture Units. Control of small arms will be strengthened via voluntary surrender campaigns, enhanced cross-border interdictions, and improved firearms tracing mechanisms. Operational effectiveness will be augmented through the procurement of vehicles, modernization of police and prison infrastructure, and expansion of forensic capabilities. Policy reforms will encompass the operationalization of the National Government Administration Police Unit (NGAPU), finalization of the closed-circuit television (CCTV) policy, harmonization of promotion and transfer processes, and enhancement of housing oversight. The welfare of officers will be protected through the implementation of comprehensive health schemes, reform of provident funds, acceleration of pension processing, reinforcement of legal protections, and the expansion of mental health services. These measures aim to foster resilience, accountability, and sustainable long-term results.

Implementation Matrix for Priority Interventions

INTERVENTION	KEY ACTIVITIES	EXPECTED OUTPUTS	STRATEGIC OUTCOMES	RESPONSIBLE AGENCIES	INDICATIVE TIMELINE
Enhanced Multi Agency Operations	Sustain intelligence led operations; expand formed units; scale joint lake/coast patrols; operationalize border posts (Suam, Lungalunga, Mandra)	Increased number of joint operations; operational border posts; expanded patrol coverage	Reduced terrorism and gang activity; secured borders; improved maritime/lake security	NPS, APS, RSIC, KDF, Immigration, NGAOs	Immediate-Medium Term (6-18 months)
Community Engagement and Prevention	Institutionalize Village Elders Policy; expand Nyumba Kumi; establish youth livelihood pathways; set up community rehab centres	Formalized Village Elders framework; expanded Nyumba Kumi coverage; functional rehab centres	Strengthened community policing; reduced youth vulnerability; enhanced social cohesion	NGAOs, County Governments, Civil Society, NACADA	Medium Term (12-24 months)
Digital Governance and Crime Information Systems	Revitalise IC3; integrate NPS into IPRS; deploy Digital Occurrence Books; expand LCUs to two per centre	Modernized IC3 centres; digital OBs operational; expanded LCUs	Digitally enabled policing; improved accountability; universal identity management	NPS, NRB, CRS, ICT Authority	Immediate-Medium Term (6-18 months)
SALW Control and Disarmament	National voluntary surrender drives; targeted profiling; cross border interdiction; strengthen firearms tracing	Increased surrendered firearms; enhanced tracing reports; interdiction operations	Reduced proliferation of small arms; safer communities; strengthened regional cooperation	NPS, APS, KDF, RSIC, Regional Partners	Medium Term (12-24 months)
Operational Capacity and Infrastructure	Accelerate vehicle/motorcycle acquisition; prioritise security roads; modernise police/prison infrastructure; refurbish Government Chemist; establish Eldoret lab	Expanded fleet; improved security roads; refurbished facilities; new forensic lab	Enhanced mobility; improved forensic capacity; strengthened operational readiness	Ministry of Interior, NPS, KPS, State Department of Public Works	Medium-Long Term (18-36 months)
Policy and Institutional Reforms	Operationalise NGAPU; finalise CCTV policy; harmonise promotion/transfer procedures; revert housing management to NPS/KPS	NGAPU functional; CCTV policy enacted; harmonised HR procedures; housing oversight restored	Transparent promotions; improved surveillance; strengthened institutional accountability	Ministry of Interior, PSC, NPS, NGAOs	Medium Term (12-24 months)
Officer Welfare and Legal Protections	Establish WIBA aligned health scheme; review provident fund; expedite pension processing; designate NPS legal officers with State Counsel powers; expand mental health services	Health scheme operational; provident fund reviewed; pensions processed faster; legal officers designated; mental health services expanded	Improved officer morale; enhanced legal protections; resilient workforce	Ministry of Interior, NPS, KPS, Treasury, AG's Office	Immediate-Medium Term (6-18 months)

This matrix ensures that each intervention is anchored in specific activities, produces measurable outputs, and delivers strategic outcomes aligned with national security priorities. It also assigns clear institutional responsibility and indicative timelines, making it suitable for Cabinet monitoring, inter agency coordination, and donor reporting.

Monitoring and Evaluation Framework

INTERVENTION	KEY ACTIVITIES	EXPECTED OUTPUTS	STRATEGIC OUTCOMES	RESPONSIBLE AGENCIES	INDICATIVE TIMELINE	KEY PERFORMANCE INDICATORS (KPIs)
Enhanced Multi Agency Operations	Sustain intelligence led operations; expand formed units; scale joint lake/coast patrols; operationalize border posts (Suam, Lungalunga, Manderu)	Increased number of joint operations; operational border posts; expanded patrol coverage	Reduced terrorism and gang activity; secured borders; improved maritime/ lake security	NPS, APS, RSIC, KDF, Immigration, NGAOs	Immediate-Medium Term (6-18 months)	No. of intelligence led operations conducted per quarter No. of border posts operationalized % reduction in reported terrorism incidents
Community Engagement and Prevention	Institutionalize Village Elders Policy; expand Nyumba Kumi; establish youth livelihood pathways; set up community rehab centres	Formalized Village Elders framework; expanded Nyumba Kumi coverage; functional rehab centres	Strengthened community policing; reduced youth vulnerability; enhanced social cohesion	NGAOs, County Governments, Civil Society, NACADA	Medium Term (12-24 months)	No. of Village Elders formally recognized No. of Nyumba Kumi clusters operational No. of youth enrolled in livelihood programmes No. of rehab centres established
Digital Governance and Crime Information Systems	Revitalise IC3; integrate NPS into IPRS; deploy Digital Occurrence Books; expand LCUs to two per centre	Modernized IC3 centres; digital OBs operational; expanded LCUs	Digitally enabled policing; improved accountability; universal identity management	NPS, NRB, CRS, ICT Authority	Immediate-Medium Term (6-18 months)	No. of IC3 centres revitalised % of police stations using Digital OBs No. of LCUs deployed per centre % increase in digital ID issuance
SALW Control and Disarmament	National voluntary surrender drives; targeted profiling; cross border interdiction; strengthen firearms tracing	Increased surrendered firearms; enhanced tracing reports; interdiction operations	Reduced proliferation of small arms; safer communities; strengthened regional cooperation	NPS, APS, KDF, RSIC, Regional Partners	Medium Term (12-24 months)	No. of firearms surrendered No. of interdiction operations conducted % reduction in SALW related incidents
Operational Capacity and Infrastructure	Accelerate vehicle/ motorcycle acquisition; prioritise security roads; modernise police/prison infrastructure; refurbish Government Chemist; establish Eldoret lab	Expanded fleet; improved security roads; refurbished facilities; new forensic lab	Enhanced mobility; improved forensic capacity; strengthened operational readiness	Ministry of Interior, NPS, KPS, State Department of Public Works	Medium-Long Term (18-36 months)	No. of vehicles/motorcycles acquired Km of security roads constructed/rehabilitated No. of police/prison facilities modernized No. of forensic labs operational
Policy and Institutional Reforms	Operationalise NGAPU; finalise CCTV policy; harmonise promotion/ transfer procedures; revert housing management to NPS/KPS	NGAPU functional; CCTV policy enacted; harmonised HR procedures; housing oversight restored	Transparent promotions; improved surveillance; strengthened institutional accountability	Ministry of Interior, PSC, NPS, NGAOs	Medium Term (12-24 months)	NGAPU operational status CCTV policy gazetted % of HR processes harmonized No. of housing units managed directly by NPS/KPS
Officer Welfare and Legal Protections	Establish WIBA aligned health scheme; review provident fund; expedite pension processing; designate NPS legal officers with State Counsel powers; expand mental health services	Health scheme operational; provident fund reviewed; pensions processed faster; legal officers designated; mental health services expanded	Improved officer morale; enhanced legal protections; resilient workforce	Ministry of Interior, NPS, KPS, Treasury, AG's Office	Immediate-Medium Term (6-18 months)	% of officers covered under WIBA health scheme Provident fund review completed Avg. time for pension processing reduced No. of legal officers designated No. of officers accessing mental health services

5.0 CONSTRAINTS AND CHALLENGES

The Ministry of Interior and National Administration continue to grapple with systemic constraints undermining effective service delivery and security management. Persistent budgetary shortfalls and delayed releases of Authority to Incur Expenditure have stalled projects and weakened operational capacity, while ICT gaps, such as 882 manual registration centres and limited connectivity, compromise identity management and crime intelligence. 4,571 inactive gazetted units continue to weaken grassroots governance, while severely congested correctional facilities house 62,000 inmates against a 30,000 capacity. Acute housing deficits, inadequate welfare programs, and delayed pensions have eroded officers' morale and readiness. Porous borders, coupled with insufficient surveillance and patrol capacity, continue to expose the country to smuggling and extremist infiltration. Meanwhile, entrenched land cartels exploiting adjudication delays and weak titling processes perpetuate disputes, fraud, and insecurity, further undermining community cohesion and trust in state institutions.

Constraints and Challenges Experienced During the Forums

BUDGETARY SHORTFALLS	DETAILED CHALLENGE	IMPLICATIONS	STRATEGIC PRIORITY RESPONSE
Budgetary Shortfalls	Delayed AIE; inadequate recurrent and development budgets	Stalled projects; weak operational capacity	Increase budgetary allocation; streamline AIE release
ICT Gaps	882 manual NRB centres; weak IC3 connectivity; absence of digital OBs	Poor service delivery; weak accountability; compromised intelligence	Digitise NRB/CRS; expand IC3; deploy digital OBs
Inactive Gazetted Units	4,571 units inactive; lack of staffing and infrastructure	Weak grassroots governance; reduced citizen trust	Operationalise units; recruit staff; provide offices/uniforms
Prison Congestion	62,000 inmates vs 30,000 capacity; dilapidated facilities	Limited rehabilitation; health risks; strained staff	Expand prison infrastructure; strengthen parole/community service
Housing Backlog	Tens of thousands of officers without housing	Low morale; reduced operational readiness	Integrate officers into Affordable Housing Programme; revert housing management to NPS/KPS
Weak Officer Welfare	Inadequate health schemes; delayed pensions; limited mental health services	Attrition; reduced effectiveness; low morale	Establish WIBA aligned health scheme; expand mental health services; expedite pensions
Porous Borders	Inadequate surveillance; weak patrols; limited regional coordination	Smuggling; terrorism; insecurity in border communities	Operationalise border posts; strengthen regional cooperation; expand patrols
Land Cartels	Fraud; adjudication delays; weak titling; encroachment	Persistent disputes; insecurity; corruption	Accelerate adjudication; digitise land records; enforce anti fraud measures

The constraints and challenges identified reflect systemic weaknesses that cut across fiscal, institutional, infrastructural, and social dimensions. Each challenge directly undermines the Ministry’s ability to deliver on its mandate. The matrix provides a clear diagnostic framework, linking constraints to their implications and strategic responses. This ensures that Cabinet and development partners can prioritise interventions, allocate resources effectively, and monitor progress against measurable outcomes.

6.0 IMPLEMENTATION

The Implementation Matrix emerging from the Jukwaa la Usalama forums represents a sequenced and comprehensive framework designed to consolidate citizen concerns into actionable directives. It reflects a whole-of-government approach that balances immediate operational imperatives with medium- and long-term institutional reforms. Immediate priorities include sending more Formed Up Units to pastoral areas and increasing the number of National Police Reservists in those areas. They also include continuing the Rapid Results Initiative, which targets illegal alcohol.

Medium-term measures emphasize modernization of identity management through scaling up Live Capture Units, operationalization of 4,571 gazetted administrative units, and revitalization of Integrated Command and Control Centres with digital occurrence books and body camera pilots. Structured to enhance rapid response, improve accountability, and strengthen grassroots governance, these interventions aim to bridge citizen expectations with institutional mandates.

Institutional strengthening and welfare reforms form the backbone of the longer-term agenda. Establishment of a regional Government Chemist laboratory in Eldoret, prison decongestion programmes, and prioritization of security roads in volatile regions underscore the commitment to modernize infrastructure and expand forensic capacity. Policy and human resource reforms, including harmonization of promotions, transfers, and operationalization of the National Government Auxiliary Police Unit, are intended to restore transparency and morale within the security services. Officer welfare is safeguarded through rollout of WIBA-aligned health schemes, accelerated housing programmes, and improved pension processing, ensuring resilience and operational readiness of frontline personnel. Collectively, these directives provide a coherent roadmap that integrates citizen feedback, institutional priorities, and constitutional principles into a strategic framework for national security and governance reform.

Priority Actions for Implementation

DIRECTIVE	REGION/SCOPE	TIMELINE	LEAD ACTOR(S)	STRATEGIC PURPOSE
Deploy Formed Units & NPR expansion	North Rift, Samburu, Turkana	Immediate	IG; DIG APS	Stabilise pastoral corridors; deter cattle rustling
RRI on illicit alcohol	National hotspots	Immediate	IG; NACADA; CS	Dismantle illicit brews; protect public health
Deploy LCUs (2 per centre)	National (1,345 centres)	Phased implementation	Director NRB; PS Immigration	Modernise identity management; accelerate Maisha Card rollout
Operationalise gazetted units Revitalise IC3, DO Books, body cameras	All counties (4,571 units)	Phased implementation	CS; PS; County Commissioners	Strengthen grassroots governance; enhance visibility
Revitalise IC3, DO Books, body cameras	National	Long term	IG; ICTA	Modernise policing; improve accountability
Establish Govt Chemist lab	Eldoret; Nairobi; Mombasa	Long term	PS Correctional; ODP	Expand forensic capacity; support prosecutions
Prison decongestion & infrastructure	High caseload facilities	Long term	PS Correctional; Treasury	Reduce overcrowding; improve rehabilitation
Security roads & patrol corridors	Turkana, Kerio, Samburu, Maralal	Phased implementation	Ministry of Roads; CS	Enhance mobility; deter banditry
Legal & HR reforms	National	Immediate	PS; PSC	Restore transparency; operationalise NGAPU
Officer welfare measures	National	Long term	CS; Housing Ministry; PS	Safeguard welfare; strengthen morale

Overall Priority Actions Regions

S/NO	DIRECTIVE	REGION/SCOPE	TIMELINE	LEAD ACTOR(S)
1	Deploy additional Formed Up Units and NPR expansion	North Rift, Samburu, Turkana	Immediate (ongoing)	IG; DIG APS
2	RRI continuation on illicit alcohol; audits of liquor licensing	National hotspots	Immediate (ongoing)	IG; NACADA; CS
3	Deploy 2 LCUs per registration centre (scale up)	National (1,345 centres)	Long term (initiated)	Director NRB; PS Immigration
4	Operationalise gazetted administrative units (offices, motorcycles)	All counties (4,571 units)	Long term (initiated)	CS; PS; County Commissioners
5	Revitalise IC3, roll out DO Books, body cameras pilot	National	Long term (Planned)	IG; ICTA
6	Establish Government Chemist regional lab (Eldoret)	Eldoret; Nairobi; Mombasa	Long term (Planned)	PS Correctional Services; ODPP
7	Prison decongestion & infrastructure investments	Selected high caseload facilities	Long term (initiated)	PS Correctional; National Treasury
8	Security roads prioritisation & inter agency patrol corridors	Turkana, Kerio, Samburu, Maralal routes	Long term (Planned)	Ministry of Roads; CS
9	Legal and HR reforms: promotions, transfers, NGAPU operationalisation	National	Immediate (Initiated)	PS; Public Service Commission
10	Officer welfare: WIBA rollout, housing fast track	National	Long term (Planned)	CS; Ministry of Housing; PS

The priority actions and directives from the Jukwaa la Usalama Implementation Matrix:

Multi-Agency Operations

- Deploy additional Formed Units & expand NPRs in pastoral hotspots (North Rift, Samburu, Turkana).
- Strengthen border posts (Suam, Lungalunga, Mandera) and joint patrols on Lake Victoria/Indian Ocean.

Community Engagement & Prevention

- Institutionalize Village Elders Policy; expand Nyumba Kumi.
- Establish youth livelihood pathways and community rehabilitation centres for substance abuse treatment.

Digital Governance & Crime Systems

- Revitalize IC3 centres; roll out Digital Occurrence Books & pilot body cameras.
- Integrate NPS with IPRS; expand live capture units (2 per centre).

Small Arms & Disarmament

- Launch voluntary surrender drives; strengthen cross-border interdictions.
- Enhance firearms tracking and accountability mechanisms.

Operational Capacity & Infrastructure

- Acquire vehicles/motorcycles; prioritize security roads in volatile regions.
- Modernize police/prison facilities; establish Eldoret forensic laboratory.

Policy & Institutional Reforms

- Operationalize NGAPU; finalize CCTV policy.
- Harmonize promotions, transfers, and appointments for NGAOs/NPS.

Officer Welfare & Legal Protections

- Roll out WIBA-aligned health schemes; fast-track housing programmes.
- Expedite pension processing; strengthen legal protections with State Counsel powers.
- Expand mental health services for resilience and readiness.

Recommendations Implementation Matrix

This matrix ensures that each recommendation is translated into actionable activities, with outputs, KPIs, outcomes, and impacts clearly defined. It also assigns lead agencies and timelines, making it a practical monitoring and evaluation tool for Cabinet, Parliament, and development partners.

INTERVENTION	KEY ACTIVITIES	EXPECTED OUTPUTS	KPIS (PERFORMANCE INDICATORS)	STRATEGIC OUTCOMES	IMPACT LEVEL (LONG TERM)	KEY PERFORMANCE INDICATORS (KPIs)	TIMELINE
Institutionalise Jukwaa la Usalama	Establish quarterly county forums; publish scorecards; integrate feedback into policy	Quarterly reports; county scorecards; national synthesis report	No. of county forums held % of counties publishing scorecards	Strengthened accountability. citizen centered governance	Institutionalised participatory security governance	Ministry of Interior; County Commissioners	Immediate(initiated)
Prioritise Digitisation (NRB LCUs, IC3, NPS HRIS, EDMRS)	Deploy LCUs; revitalise IC3; roll out HRIS & EDMRS; ensure interoperability	Digitised registration modernised IC3; integrated HRIS/EDMRS	No. of LCUs deployed % of IC3 centres revitalised % of HRIS/EDMRS integration achieved	Digitally enabled policing and administration	Transparent, efficient, and interoperable security systems	NRB; NPS; ICT Authority	Planned
Fast track Legal & HR Reforms	Operationalise NGAPU; harmonise promotion/transfer rules; codify NGAO career progression	NGAPU functional; HR rules harmonised; career guidelines published	NGAPU operational status % of HR rules harmonised No. of NGAOs promoted under new framework	Professionalised workforce; improved morale	Transparent, merit based HR systems	PSC; Ministry of Interior; NPS	Immediate(Initiated)
Scale Multi Agency Enforcement & Community Prevention	Expand Village Elders Policy; strengthen Nyumba Kumi; youth livelihood pathways	Village Elders formalised; youth programmes launched	No. of elders formalized No. of youth enrolled in programmes % reduction in gang recruitment	Balanced enforcement & prevention	Safer, cohesive communities	NGAOs; County Governments; NACADA; NPS	Long term Planning
Immediate Funding Release for Mobility	Treasury release for leasing & fuel; rationalise allocation	Vehicles leased; fuel allocations increased	No. of vehicles leased; % increase in patrol coverage Avg. response time reduced	Restored patrol & outreach capacity	Enhanced frontline service delivery	Treasury; Ministry of Interior	Initiated
Establish Regional Forensic Capacity	Construct Eldoret lab; expand KPS/NPS labs;recruit forensic staff	Eldoret lab operational; expanded forensic coverage	No. of labs operational; No. of forensic cases processed; Avg. case turnaround time reduced	Improved forensic justice	Credible prosecutions; reduced impunity	PS Correctional; ODP; Gov't Chemist	To be initiated
Comprehensive Officer Welfare Package	Roll out WIBA scheme pension reforms; legal representation framework; mental health services	Health scheme operational; pensions expedited; legal officers designated	% of officers covered; Avg. pension processing time; No. of officers accessing mental health services	Improved morale & retention	Motivated, resilient workforce	Ministry of Interior; Treasury; AG's Office	To be initiated
National Audit of Liquor Licensing	Conduct audit; revoke irregular licences; enforce compliance	Audit report; revoked licences; enforcement actions	No. of licences audited; No. of licences revoked % reduction in illicit alcohol cases	Reduced illicit alcohol prevalence	Safer communities; improved public health	NACADA; NPS; County Governments	Immediate
Strengthen Land Titling & Anti Fraud Mechanisms	Digitise registries; fast track adjudication; IGRTC mediation	Digitised land records; boundary disputes resolved	% of registries digitized; No. of titles issued; No. of disputes mediated	Reduced land disputes; secure tenure	Strengthened land governance; reduced conflict	Ministry of Lands; IGRTC; NGAOs	Ongoing (Ardhi sasa)
Integrate Jukwaa Indicators into M&E Frameworks	Align county indicators with national M&E; embed in PS/PC contracts	Integrated M&E framework; performance contracts updated	No. of indicators integrated % of PS/PC contracts aligned	Institutionalised accountability	Evidence based governance; measurable progress	Ministry of Interior; State Department for Planning	Immeidiate (Initiated)

7.0 BUDGETARY OVERVIEW AND RESOURCE MOBILISATION

The Ministry of Interior and National Administration has outlined a substantial investment plan to modernise Kenya's security and governance systems under the Jukwaa la Usalama directives. The Kenya Prisons Service requires KSh 133.1 billion to upgrade infrastructure, housing, mobility, tooling, staffing, and training. Key priorities include constructing perimeter walls, sanitation facilities, and 27,000 staff houses, acquiring vehicles and boats, modernising ICT systems, and recruiting 6,000 new officers. Milestones include completing the Eldoret forensic laboratory by 2026, rolling out ICT systems by 2027, and phasing housing projects through 2028.

Similarly, the National Government Administration has submitted a KSh 61.1 billion budget to strengthen grassroots governance and administrative presence. This covers operationalising 4,571 gazetted units, acquiring over 14,000 vehicles and motorcycles, constructing NGA offices, and training nearly 10,000 officers. Recruitment plans include 2,808 assistant chiefs, 112,000 village elders, and additional clerical staff, with allowances to improve morale. Milestones target full operationalisation of gazetted units by 2026; deployment of motorcycles by 2025; and phased office construction through 2028.

To finance these ambitious reforms, the Ministry proposes a multi-pronged strategy combining Treasury appropriations, vehicle leasing, NG-CDF partnerships, and donor support from institutions like the World Bank. Resource mobilisation will be phased: short-term priorities (2025–2026) include operationalising units and recruiting village elders; medium-term (2026–2027) focuses on NGA office construction, forensic labs, and IC3 expansion; while long-term (2027–2028) will deliver prison housing, full digitisation of records, and modernised correctional infrastructure. This framework ensures accountability, transparency, and sustainable progress in strengthening Kenya's security and governance architecture.

Consolidated Budgetary Line Implementation Matrix

BUDGET LINE	FINANCING SOURCE(S)	KEY MILESTONES	TIMELINE
Kenya Prisons Infrastructure & Housing	National Treasury appropriations; donor support for capital projects	<ul style="list-style-type: none"> Construction of 27,000 staff houses (2026–2028) Expansion of inmate accommodation and sanitation facilities Modernisation of perimeter walls and guard rooms 	Medium–Long Term
Kenya Prisons Mobility & Tooling	Treasury leasing arrangements; bilateral donor support	<ul style="list-style-type: none"> Acquisition of 250 vehicles and specialised boats (2026) Procurement of uniforms, ICT equipment, and telecommunication systems 	Short–Medium Term
Kenya Prisons Staffing & Training	Treasury recurrent budget; donor technical assistance	<ul style="list-style-type: none"> Recruitment of 6,000 officers (2026) Training of 9,000 officers Promotions for 7,500 officers 	Short–Medium Term
National Government Administration (NGA) Infrastructure	Treasury appropriations; NG CDF partnerships; donor support for ICT	<ul style="list-style-type: none"> Operationalisation of 4,571 gazetted units (Dec 2025–Jun 2026) Construction of NGA offices (2026–2028) Deployment of motorcycles to chiefs (Dec 2025) 	Short–Long Term
NGA Mobility	Treasury leasing; NG CDF	<ul style="list-style-type: none"> Acquisition of 1,115 vehicles Deployment of 13,160 motorcycles 	Short Term
NGA Staffing & Welfare	Treasury recurrent budget	<ul style="list-style-type: none"> Recruitment of 2,808 assistant chiefs Recruitment of 112,000 village elders Training of 9,675 NGA officers Allowances for 14,675 officers 	Short–Medium Term
Digital Systems (IC3, LCUs, Government Chemist)	Donor engagements (World Bank, bilateral partners); ICT Authority	<ul style="list-style-type: none"> Revitalisation of IC3 centres (2026) Deployment of 2 LCUs per 1,345 centres (Phased 2026) Establishment of Eldoret forensic laboratory (2026–2027) 	Medium Term

This consolidated matrix demonstrates how **budgetary allocations and financing strategies are directly tied to implementation milestones**. By leveraging Treasury appropriations, NG CDF partnerships, leasing arrangements, and donor support, the Ministry will deliver on both immediate operational needs and long term institutional reforms. The clear timelines and milestones provide a monitoring framework for Cabinet, Parliament, and development partners to track progress and ensure accountability in resource utilisation.

The Ministry of Interior and National Administration faces several risks in mobilising resources for Kenya's security and governance reforms. These include underfunding and delayed Treasury appropriations, donor dependency with volatile external financing, procurement delays and cost escalation, inflationary pressures that strain recurrent budgets, weak inter-agency coordination, and community resistance or political interference in land and infrastructure projects. Each of these risks threatens timely project delivery, operational efficiency, and public confidence in the reform agenda.

To mitigate these challenges, the Ministry has outlined measures such as prioritising frontline expenditures, diversifying financing sources, streamlining procurement processes, adopting cost-saving technologies, and strengthening coordination through a National Resource Mobilisation Committee. Additionally, structured stakeholder engagement and transparent communication will help manage community and political concerns. By embedding these safeguards into the financing strategy, the Ministry ensures accountability, predictability, and sustainability, enabling Cabinet, Parliament, and development partners to monitor progress and support the effective implementation of Jukwaa la Usalama priorities.

Risk Mitigation Implication and Monitoring

RISK	IMPLICATION	MITIGATION MEASURE	MONITORING INDICATOR
Under funding & delayed AIE	Stalled projects; weak operational capacity	Prioritise frontline expenditures; phased implementation	% of AIE disbursed on schedule
Donor dependency	Volatile financing; delayed digital projects	Diversify sources; embed donor projects in budget	No. of donor agreements aligned with MTEF
Procurement delays	Inflated costs; delayed delivery	Streamline procedures; framework contracts	Avg. procurement cycle time
Inflationary pressures	Budget overruns; overstretched allocations	Regular reviews; cost saving technologies	% variance between budgeted and actual costs
Weak inter agency coordination	Duplication; inefficiency	National Resource Mobilisation Committee	Quarterly Cabinet reports submitted
Community resistance & political interference	Project delays; disputes	Stakeholder engagement; IGRTC mediation	No. of disputes resolved through IGRTC

The Consolidated Budget and Results Framework with Risk-Mitigation aligns budgetary allocations with measurable KPIs, long-term outcomes, and comprehensive risk mitigation strategies. It offers Cabinet, Parliament, and development partners a clear and transparent structure for progress monitoring, outcome evaluation, and protection against challenges such as inadequate funding, donor fluctuations, procurement delays, inflation, and political interference.

By integrating mitigation measures within the financing strategy, the Ministry promotes resilience and accountability in resource mobilization, supporting the effective implementation of Jukwaa la Usalama priorities.

Consolidated Results Framework and Risk Mitigation

BUDGET LINE	FINANCING SOURCE(S)	KEY MILESTONES	KPIS (PERFORMANCE INDICATORS)	IMPACT LEVEL (LONG TERM)	RISKS	MITIGATION MEASURES
Kenya Prisons Infrastructure & Housing	National Treasury; donor support	27,000 staff houses (2026–2028); Expansion of inmate accommodation Modernisation of perimeter walls	No. of staff houses completed; Prison occupancy rate reduced; % of facilities with modern perimeter security	Humane correctional system; improved rehabilitation; reduced recidivism	Under funding; inflationary pressures	Phased implementation; Treasury prioritisation; cost saving technologies
Kenya Prisons Mobility & Tooling	Treasury leasing; bilateral donors	250 vehicles & boats acquired; ICT & telecom equipment procured	No. of vehicles/boats acquired; % of officers equipped with uniforms; ICT connectivity uptime	Enhanced mobility; modernised correctional operations	Procurement delays; cost escalation	Framework contracts; PPRA oversight; streamlined procurement
Kenya Prisons Staffing & Training	Treasury recurrent; donor technical support	Recruitment of 6,000 officers; Training of 9,000 officers • Promotions for 7,500 officers	No. of officers recruited No. trained in specialised courses • % of promotions processed	Professionalised workforce; strengthened justice delivery	Delayed AIE release; weak HR coordination	Treasury engagement; harmonised HR procedures
NGA Infrastructure (Gazetted Units & Offices)	Treasury; NG CDF; donor ICT support	Operationalisation of 4,571 units • NGA offices constructed • Motorcycles deployed	• % of units operationalised • No. of offices built • No. of motorcycles deployed	Strengthened grassroots governance; improved citizen trust	Community resistance; political interference	Stakeholder engagement; IGRTC mediation
NGA Mobility	Treasury leasing; NG CDF	• 1,115 vehicles acquired • 13,160 motorcycles deployed	• No. of vehicles acquired • No. of motorcycles deployed • Avg. response time reduced	Enhanced grassroots mobility; improved service delivery	Procurement delays; inflationary costs	Framework contracts; phased leasing
NGA Staffing & Welfare	Treasury recurrent	• Recruitment of 2,808 assistant chiefs • 112,000 village elders • Training of 9,675 officers	• No. of chiefs/elders recruited • No. of officers trained • % of officers receiving allowances	Inclusive governance; empowered grassroots leadership	Budgetary shortfalls; welfare gaps	Treasury prioritisation; phased recruitment
Digital Systems (IC3, LCUs, Government Chemist)	Donor engagements; ICT Authority	• IC3 revitalised • LCUs deployed (2 per 1,345 centres) • Eldoret forensic lab established	• No. of IC3 centres revitalised • No. of LCUs deployed • No. of forensic labs operational • Avg. case turnaround time reduced	Digitally enabled policing; strengthened forensic justice; transparent governance	Donor dependency; delayed disbursement	Multi year donor agreements; embed in MTEF

8.0 Monitoring, Reporting and Accountability

Robust monitoring, comprehensive reporting, and stringent accountability are essential for the effective execution of the Jukwaa la Usalama framework. This chapter details the institutional structures, digital solutions, and transparency protocols designed to facilitate ongoing oversight, prompt corrective interventions, and active citizen involvement in assessing progress.

This monitoring and accountability framework guarantees that **progress is consistently monitored, transparently communicated, and clearly aligned with citizen oversight**. Through the integration of quarterly reviews, monthly updates, digital dashboards, and public scorecards, the ministry fosters a culture of accountability that enhances institutional credibility and strengthens public trust.

8.1 Quarterly Implementation Reviews

Quarterly implementation reviews shall be convened under the chairmanship of the Cabinet Secretary for Interior and National Administration. These sessions will bring together principal secretaries, the inspector general, county commissioners, and representatives of partner agencies. The reviews will:

- a. Assess progress against the Implementation Matrix and Budgetary Framework.
- b. Identify bottlenecks and recommend corrective measures.
- c. Align county level priorities with national security objectives.
- d. Produce quarterly reports for submission to Cabinet and Parliament.

Milestone: The first consolidated quarterly review report is to be tabled in Cabinet by March 2026.

8.2 Monthly Task Force Updates

For priority interventions such as deployment of formed units, digitization of LCUs, and prison decongestion, monthly task force updates will be mandated. These updates will:

- a. Track operational progress in real time.
- b. Provide early warnings for resource gaps or delays.
- c. Facilitate inter agency coordination and accountability.
- d. Ensure that immediate interventions (e.g., mobility leasing, fuel allocations) are monitored continuously.

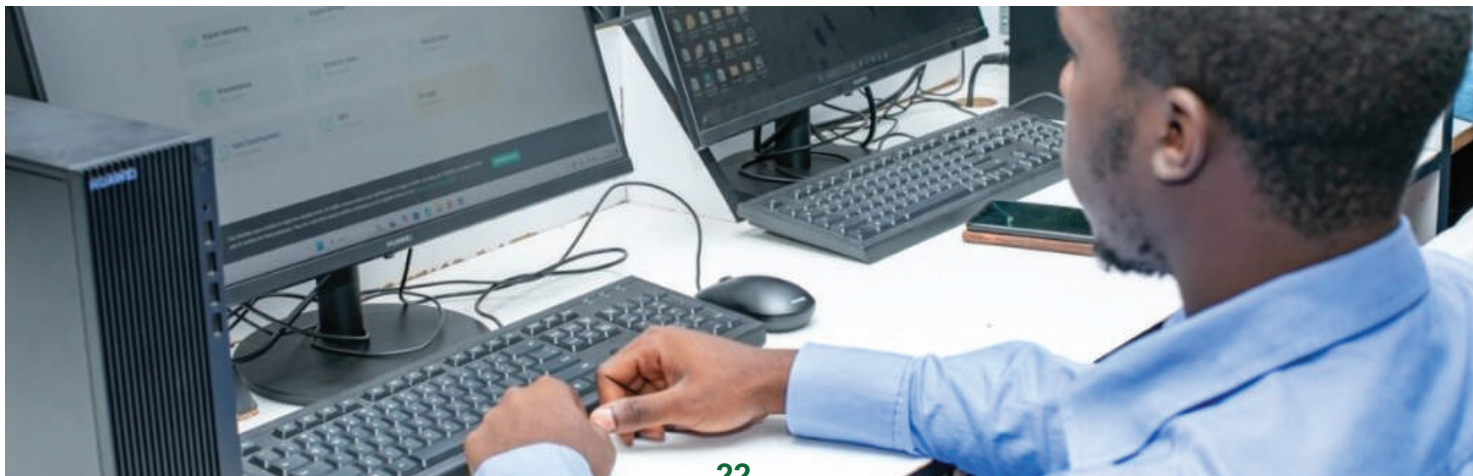
Milestone: Monthly task force briefs submitted to the Cabinet Secretary beginning January 2026.

8.3 Digital Monitoring and Evaluation (M&E) Dashboard

A digital M&E dashboard will be developed to consolidate indicators from the National Registration Bureau (NRB), National Police Service (NPS), Kenya Prisons Service (KPS), and County Security Committees. The dashboard will:

- a. Track outputs such as LCUs deployed, arrests made, titling completions, and patrol coverage.
- b. Provide real time analytics for decision makers.
- c. Enable cross agency interoperability and data integrity.
- d. Serve as a central repository for monitoring progress against KPIs and impact levels.

Milestone: Launch of the national M&E dashboard with county level integration to be phased and completed by December 2030.



8.4 Public Dissemination of County Scorecards

To enhance transparency and citizen oversight, county scorecards will be published quarterly. These scorecards will:

- a. Capture the performance of county security committees against agreed-upon indicators.
- b. Provide citizens with accessible information on progress, challenges, and corrective actions.
- c. Strengthen participatory accountability by embedding citizen feedback into national reporting.
- d. Reinforce trust in government institutions through open communication.

Milestone: First set of county scorecards published online and in print by June 2026.

8.5 Accountability Framework

The accountability framework will integrate monitoring outputs into performance contracts for principal secretaries and county commissioners. Indicators from Jukwaa la Usalama forums will be embedded into national M&E systems, ensuring that citizen voices directly shape institutional accountability.

Milestone: Alignment of county indicators with PS/PC performance contracts by December 2026.

Monitoring, Reporting and Accountability

MECHANISM	KEY ACTIVITIES	EXPECTED OUTPUTS	STRATEGIC OUTCOMES	RESPONSIBLE AGENCIES	INDICATIVE TIMELINE
Quarterly Implementation Reviews	Cabinet Secretary; PSs; IG; County Commissioners	Quarterly	Consolidated review reports	<ul style="list-style-type: none"> • No. of reviews held • % of recommendations implemented 	Institutionalised accountability at national level
Monthly Task Force Updates	Cabinet Secretary; Task Force Chairs	Monthly	Operational briefs	<ul style="list-style-type: none"> • No. of updates submitted • % of priority interventions on track 	Continuous oversight of critical interventions
Digital M&E Dashboard	Ministry of Interior; ICT Authority	Real time	Integrated dashboard	<ul style="list-style-type: none"> • No. of indicators tracked • % of agencies integrated 	Digitally enabled monitoring and transparency
County Scorecards	County Commissioners; NGAOs	Quarterly	Published scorecards	<ul style="list-style-type: none"> • No. of scorecards published • % of counties covered 	Citizen centered accountability
Accountability Framework	Ministry of Interior; PSC	Annual	Performance contracts aligned	<ul style="list-style-type: none"> • % of indicators integrated • No. of contracts updated 	Evidence based governance



ANNEXES

Annex I: County-Level Forum Summaries:

Regional highlights: Coast, North Eastern, Western, Nyanza, Rift Valley, Central, Eastern, Nairobi – detailing terrorism, gangs, land disputes, cattle rustling, cybercrime, etc.)

Annex II: Stakeholder Engagement List

- NGAOs: 4,003 Chiefs, 9,112 Assistant Chiefs, Village Elders
- Security Committees: 8 RSICs, 47 CSICs, 412 Sub-County, 995 Divisional
- Political Leaders: Governors, MPs, MCAs
- Civil Society: Students, religious groups, professional associations, business communities, resident associations, private security companies, special interest groups
- Agencies: NPS, Coast Guard, CRS, NRB, Immigration, NACADA, NTSA, ODPP



Annex III: Data Tables and Performance Indicators

INDICATOR	TARGET	ACHIEVEMENT (2030)	REMARKS
Firearms recovered	500	600+	Surpassed target
Livestock recovered	15,000	21,000+	Operation Maliza Uhalifu effective
Chiefs trained	5,000	8,000	Training exceeded expectations
NGAOs promoted	1,000	1,200	Career progression improved
IDs issued	3M	4M+	Rollout successful
Seedlings planted	100M	114M+	Climate action on track
Units operationalised	2,000	1,100+	4,500+ units inactive
Prison capacity vs inmates	30,000	62,000	Severe congestion
ACCs with vehicles	100%	<50%	Mobility gap persists
ICT centres digitized	100%	882 manual centres remain	Connectivity weak



H.E William Samoei Ruto, CGH

President of the Republic of Kenya and Commander-in-Chief of the Defence Forces

CONCLUSION

The Ministry has established an elaborate framework to institutionalize and make the *Jukwaa la Usalama* Initiative sustainable in order to ensure interactive, effective and efficient delivery of services in the public security management and administration sector. The town hall engagements provided a good model for future public engagement forums for government officials to disseminate public policy and get feedback.

The initiative shall be a continuous programme factored in the Ministry's work plan for implementation from the national level to the lowest administrative unit. This security framework will be held bi-annually among security stakeholders at the grassroots level across the entire national administration structure and nationally, once in 5 years.



Jukwaa la Usalama Homabay

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REGIONAL COMMISSIONERS



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NAIROBI



ABDI HASSAN
RIFT VALLEY



SAMSON IRUNGU
WESTERN



JOSHUA NKANATHA
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