



**NATIONAL POLICE SERVICE**

*Service with Dignity*

# **STRATEGIC PLAN (2018-2022)**

**July 2019**

## **Vision Statement;**

*“A world class police service”*

## **Mission Statement;**

“To provide a professional, innovative and people-centered police service through reforms, community partnership, capacity building and upholding the rule of law for a safe and secure society”.

## **Motto;**

*“Service with Dignity”*

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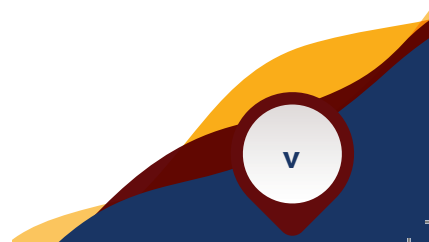
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## Foreward



I am pleased to present the National Police Service Strategic Plan 2018 – 2022 which will guide service delivery in the awakening of the second phase of police transformation.

From a legal and policy perspective, the plan is aligned to the aspiration of the Kenyan people and is anchored on the following:

- 1.** Constitution of Kenya 2010;
- 2.** The relevant policing laws;
- 3.** The policy framework for reorganisation of National Police Service;
- 4.** Policy on provision of decent housing for Police Officers and integration with community;
- 5.** Kenya Vision 2030;
- 6.** The 'Big Four' agenda;
- 7.** The Sustainable Development Goals (SDGs); and,
- 8.** Police reforms initiatives.

The development of this Strategic Plan has been informed by a review of various government security institutions' previous Strategic Plans.

In pursuit of the NPS vision; to be "A world class police service", the National Police Service will be synonymous with exemplary service focusing on tackling the dynamic and evolving nature of Public safety and security, protection of critical infrastructure and strategic installation and investigations of crime. In this regard, intelligence led, people centered criminal investigations and preventive mechanisms

will be at the center of policing during the implementation of the strategy.

This Strategic Plan presents a seamless and unified approach in the command and structure of the transformed NPS free from duplication and overlap of functions for efficiency and effectiveness in utilisation of resources for service delivery to citizens.

Further, the perennial challenges of according police decent housing and better working conditions have been prioritised in this strategic plan and mechanisms to address them have been outlined. The Officers shall hence be more motivated and focused in delivering services to the people.

Implementation of this Strategic Plan will require political and social support; stakeholders' engagement and enhanced financing through budgetary provision. In return, the people of Kenya will appreciate the value for their money through improved security.

Finally, I call for concerted efforts from all the partners to join the NPS in fulfilling its mission; *"To provide a professional, innovative and people – centred police service through reforms, community partnership, capacity building and upholding the rule of law for a safe and secure society"*.

Thank You.



**Dr. Fred Matiang'i, E.G.H, CBS**

**Cabinet Secretary, Ministry of Interior and Coordination of National Government.**

## Statement by the Inspector of General



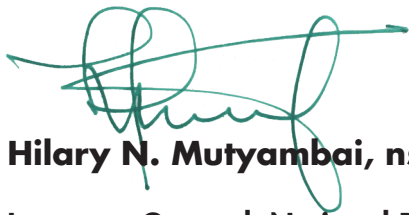
It's a great honour for me to introduce the National Police Service (NPS) Strategic Plan 2018–2022 which also coincides with my term in Office. Therefore, it provides a good baseline for measuring NPS's progress towards realisation of its strategic objectives within the life of the strategic plan.

This plan outlines the NPS's vision, mission and the strategic objectives aimed at providing satisfactory policing services to the people of Kenya in line with the NPS's transformation agenda. During the implementation period, the strategic plan will focus on the following strategic objectives:

- (i) Enhancing logistical, operational and investigative capacity of the National Police Service;
- (ii) Building capacity to combat high impact and emerging crimes and tackle negative external influence on NPS;
- (iii) Reorganizing the structure and command of the NPS for efficient and effective administration of the service;
- (iv) Enhancing resource mobilisation in the Police Service;
- (v) Improving the institutional and technical capacity of the NPS to deliver accountable, efficient, accessible and professional policing services;
- (vi) Improving staff welfare, relations and development for increased productivity; and,
- (vii) Facilitating and coordinating development or implementation of enabling policies, regulations and guidelines affecting NPS.

The NPS is committed to fully implement this strategic plan. To enable the NPS to roll out the plan, my office has established an implementation committee which will work closely with, DCI, IAU, technical sub-committees and the Monitoring and Evaluation unit to ensure adequate monitoring of progress and adaptation of learning. In addition, an implementation strategy has been developed to provide step-by-step guidance to Service commanders, directors, and police commanders at all levels to ensure clarity of our shared vision as well as expected results. Importantly, the implementation strategy places emphasis on results-based management and provides scope for individual performance tracking to enhance efficiency.

I encourage all the officers of the National Police Service to familiarise themselves with the objectives of this strategic plan and, with dedication, do their part in ensuring that we truly deliver quality, accessible, responsive, professional and accountable policing services to the people in Kenya.



**Hilary N. Mutyambai, nsc (AU)**

**Inspector General, National Police Service.**

## Acknowledgement

The development of this Strategic Plan was multi-staged, all-inclusive and ensured participation of all stakeholders, both internal and external, for inputs and ownership.

The first aspect of the Strategic Plan preparation was formation of a Committee to spearhead the various stages of its development. The Committee was comprised of technical and senior officers from Administration Police Service, Kenya Police Service, and the Directorate of Criminal Investigation, the Internal Affairs Unit as well as technical experts from among NPS strategic partners. The Committee prepared the Strategic Plan framework including work plan and establishment of the Sub-Committees that ensured timely delivery of the Strategic Plan. The committee also undertook literature review, the SWOT, PESTEL and Stakeholders analysis, consulted on the various aspects and spent time to think about the development of the draft plan.

The development of the Strategic Plan commenced with several consultative internal meetings, strategic planning workshop and incorporation of views from stakeholders. The process culminated in a validation workshop where the Strategic Plan was adopted. This participatory process has been critical in ensuring that the public, as well as Officers of all ranks within the NPS own the Strategic Plan. This was done in conformity with guidelines provided by National Treasury and Planning on development of Strategic Plans.

The NPS wishes to thank the NPS Strategic Plan committee for providing guidance and putting together the 2018–2022 strategic plan and the implementation strategy.

Finally, we acknowledge and thank all stakeholders who contributed towards the development of this Strategic Plan at different levels during the validation workshops and other consultative forums. Your contribution remains valued and thank you all most sincerely.

The header for the 'Acronyms' section features a dark blue shield-like shape on the left, followed by the word 'Acronyms' in a bold, dark red font. The text is enclosed within a yellow, arrow-shaped border pointing to the right.

## Acronyms

AIDS	–	Acquired Immunodeficiency Syndrome
AMISOM	–	African Union Mission in Somalia
APS	–	Administration Police Service
CBOs	–	Community Based Organisations
CCTV	–	Close Circuit Television
DCI	–	Directorate of Criminal Investigations
DIG	–	Deputy Inspector General
DNA	–	Deoxyribonucleic Acid
EACC	–	Economic and Anti–Corruption Commission
FBOs	–	Faith Based Organisations
GJLOS	–	Governance, Justice, Law and Order Sector
HIV	–	Human Immunodeficiency virus
HR	–	Human Resource
IAU	–	Internal Affairs Unit
IC3	–	Integrated Communication, Command and Control
ICT	–	Information Communication Technology
IG	–	Inspector General
IPOA	–	Independent Policing Oversight Authority



KHRC	–	Kenya Human Rights Commission
KNCHR	–	Kenya National Commission on Human Rights
KPS	–	Kenya Police Service
KWS	–	Kenya Wildlife Service
MandE	–	Monitoring and Evaluation
MDAs	–	Ministries or Departments and Agencies
MOA	–	Memorandum of Agreement
MOU	–	Memorandum of Understanding
MTEF	–	Medium Term Expenditure Framework
MTP	–	Medium Term Plan
CAJ	–	Commission on Administrative Justice
NACADA	–	National Authority for the Campaign against Alcohol and Drug Abuse
NGEC	–	National Gender and Equality Commission
NEMA	–	National Environment Management Authority
NGOs	–	Non-Governmental Organisations
NPR	–	National Police Reservist
NPS	–	National Police Service
NPSC	–	National Police Service Commission

- PESTEL – Political, Economic, Social, Technological, Environmental and Legal
- PPP – Private Public Partnership
- SDGs – Sustainable Development Goals
- SOPs – Standard Operations Procedures
- SRC – Salaries and Remuneration Commission
- SSO – Service Standing Orders
- SWOT – Strength, Weakness, Opportunities and Threat
- UNODC – United Nations Office on Drugs and Crime

## Executive Summary

The National Police Service has prepared this fourth generation Strategic Plan as the guiding framework for the implementation of the strategic objectives during the period 2018–2022. This plan is the main tool for establishing development effectiveness, alignment to development priorities, the national agenda and budget as well as the basis for identifying deliverables under the Performance Contracting mechanism, individual annual Performance Appraisal and Human Resource planning. It is also prepared as a framework to pinpointing strategies, programmes and pending reforms to be implemented by the National Police Service.

One of the overriding objectives of the plan is to unify the various services in the National Police Service by developing one unifying Strategic Plan as opposed to previous planning periods, where each Service would independently develop its own Strategic Plan. Marking a break with the past, this Strategic Plan will be adopted, cascaded and customised to the Kenya Police Service, Administration Police Service, Directorate of Criminal Investigations and Internal Affairs Unit (IAU).

This Strategic Plan is aligned to the aspirations of the Kenyan people by being anchored on the Constitution of Kenya 2010, the relevant policing laws, Kenya Vision 2030, the 'Big Four' agenda, the Sustainable Development Goals and police reforms initiatives.

The Strategic Plan is structured into seven chapters:

**Chapter one** gives the background information about National Police Service, its mandate and functions;

**Chapter two** presents Kenya's development agenda under Vision 2030 and the role of National Police Service in realising the Vision 2030 priorities;

**Chapter three** reviews the National Police Service 2013–2018 Strategic Plan and highlights achievements, challenges and lessons learnt;

**Chapter four** presents the environmental scan – the SWOT, PESTEL, stakeholders, risk and mitigation analysis while;

**Chapter five** outlines the strategic model covering Vision, Mission, Motto, Core Values and Strategic Goals. It also highlights the strategic themes, issues, objectives and strategies;

**Chapter six** covers institutional framework including the structure and resource requirements for implementation of the Strategic Plan; and, finally

**Chapter seven** provides the Monitoring, Evaluation and reporting framework.

The Vision and Mission statement of the National Police Service are outlined in the plan as:

**The Vision:** *“A world class police service”*

**The Mission Statement:** *“To provide a professional, innovative and people – centered police service through reforms, community partnership, capacity building and upholding the rule of law for a safe and secure society.”*

The Plan outlines the numerous requirements that the NPS needs to optimise its operations including: provision of adequate resources, improving staff retention rate, improved capacity building of staff in technical and specialised areas, fostering positive attitude change by officers. Harmonising command and structure of NPS, commitment to implementing the Strategic Plan, combating new and emerging threats and crimes, provision of adequate legal and policy frameworks, enhancing investigative and forensic capacity, centralisation of crime and crime database and fostering mutual understanding between the NPS and various stakeholders including government and non-governmental actors. The plan provides strategies to deliver on these requirements.

This Plan also outlines seven priorities, along with a set of objectives that NPS expects to realise. The National Police Service has chosen to build its capacity through modernisation, cohering its structure and command, enhancing resource mobilisation, improving systemic capacity, improving staff welfare, relations and productivity, and facilitation and coordination of formulation or implementation of policies, regulations and guidelines.

A costed implementation matrix provided indicates that over a period of the next five years, KES 377.6 billion will be required for implementation of the identified strategies and activities. Projected funding of the National Police Service over the same period is KES 536.7 billion. The planned programmes are, therefore, within the budgetary provision of the NPS. It is believed that implementation of this Strategic Plan will actualise the NPS Vision of “A world class police service”.



# CHAPTER 1: INTRODUCTION

## 1.1: Background

Security is vital in achieving and sustaining the economic growth envisaged under Vision 2030 in which the Government is committed to creating a society free from fear and danger. A secure environment provides an incentive for attracting investments both from within and outside our borders and stimulates economic growth in the country.

The National Police Service is established under Articles 243 of the Constitution of Kenya, 2010 and operationalised with the enactment of the National Police Service Act, 2011. The establishment of the NPS was a key reforms Agenda as it brought together the Administration Police Service, the Kenya Police Service and Directorate of Criminal Investigations with clear functions, powers and obligations under one command of the Inspector General. There is also the Internal Affairs Unit whose functions are stipulated in Section 87 (2).

To achieve Vision 2030, the Government has undertaken to support the transformation of the National Police Service into a vibrant and modern organisation that is highly trained, professional, innovative and well-resourced to address 21st century policing challenges.

The development of this Strategic Plan sets the stage for a prioritised agenda that will enhance implementation of the ongoing police modernisation and reforms, including strengthening of the operational and institutional capacity of the Service, increasing police accountability, ensuring police suitability and competence; reinforcing external linkages, rolling out of the comprehensive Service Standing Orders and streamlining of Community Based Policing as a national policing philosophy.

Delivery of operational and institutional capacity reforms will require political and community goodwill, transformational leadership, commitment by all officers and adequate allocation of resources. This plan articulates how the implementation of

this process will be carried out through the National Police Service vision, mission, motto, strategic objectives and the supporting core values.

## **1.2: Mandate of the National Police Service**

The NPS draws its mandate or functions from the Constitution of Kenya 2010 and the National Police Service Act, 2011 which recognises the significant role security agencies play in promoting public safety and maintenance of law and order. The NPS comprises of the Kenya Police Service, Administration Police Service, Directorate of Criminal Investigations and Internal Affairs Unit whose functions are outlined in sections 24, 27, 35 and 87 of the NPS Act respectively.





**Edward N. Mbugua, CBS, OGW, ndc (K)**

Deputy Inspector General,  
Kenya Police Service.



**Noor Y. Gabow, EBS, OGW**

Deputy Inspector General,  
Administration Police Service.



**George Kinoti, CBS**

Director of Criminal Investigations.

### 1.3: Rationale for the Strategic Plan

According to the guidelines from the National treasure and Planning and the 14<sup>th</sup> Performance Contracting Cycle requirements, the NPS is expected to prepare a fourth generation Strategic Plan as the main tool for establishing development effectiveness, alignment to development priorities, the national agenda and the budget. The strategic plan also forms the basis for identifying deliverables under the performance contracting mechanism and individual annual performance appraisal.

The National Police Service has developed this Strategic Plan as the framework for the strategies it plans to use for the period 2018–2022. The Plan is anchored on Vision 2030, the “Big Four” Agenda, the Third Medium–Term Plan and the Medium Term Expenditure Framework (MTEF) budget process. Thus, the plan becomes the NPS link to the national, social, economic and political agenda. It is also linked to the human resource planning and takes into consideration proven best practices, thus ensuring availability of finances for activities and human capacity to facilitate successful implementation of programmes.

Emerging security challenges facing our country have become more sophisticated and complex compounded by an interconnected world and advancement in technology, poverty and unemployment among youths. These are manifested by the effect of the continued threat of terrorism, violent extremism, radicalisation, proliferation of small arms and light weapons, organised crimes, trafficking and abuse of drug and illicit substance, inter–communal conflicts, livestock rustling, the emerging technologies such as cloud computing, growth of Software as a Service (SaaS) and mobile digital platform which criminals exploit to advance cybercrime. This calls for focused and well thought out strategies and programmes to deal with these and other emerging issues.

This strategic plan 2018–2022 is a continuation of the first NPS Strategic Plan for the period 2013–2018. It is a strategic framework for pinpointing pending reforms and providing a framework for prioritisation and implementation of strategies and programmes by the National Police Service.

Institutional reforms have been a major agenda for the last three successive Governments. The Constitution of Kenya 2010 gave momentum for reforms in the police and brought fundamental changes in both the architectural framework and command structure of the NPS. The previous plan covering the period 2013 – 2018 led to the realisation of numerous reforms in the National Police Service which are still work in-progress that requires constant impetus. This strategic plan is prepared to complement and support on-going reforms as well as strategies in the Third Medium Term Plan, Vision 2030, Sustainable Development Goals (SDGs) and the “Big Four” Agenda currently being implemented by the Government.

Review of the NPS Strategic Plan for 2013 – 2018 also provides the opportunity for the Service to adjust to a changing operating environment occasioned by security, political and legal dynamics in order to deliver professional policing services to the ever-changing public demand. The Plan is also aimed at enhancing harmonisation and teamwork among the Services and Formations in the National Police Service, as well as to pool synergy and resources towards common results areas.

This plan therefore takes cognisance of the needs and expectations of the police and other stakeholders. It also takes cognisance of the challenging environment under which the NPS performs its roles and puts to consideration strengths, weakness, opportunities and threats facing it. This strategic plan is designed to meet the demands and expectations for a transformed NPS to ensure a safe and secure country.

## **1.4: The Formulation of the Strategic Plan (2018–2022)**

The first aspect of the plan preparation was formation of a Committee and sub-committees by the Inspector General to spearhead the process of the plan development. This was followed by a review of the National Police Service Strategic Plan 2013–2018, and the present strategic plans for the three arms of the NPS. The purpose of reviewing was to identify and ascertain achievements, challenges, constraints and lessons learnt as well as pending activities. This was important so as to incorporate best practices in the next plan period.

The formulation process also involved the review of the operating environment and situational analysis as well as isolating relevant National Development Agenda.

The development of this Strategic Plan was all inclusive and ensured participation of all internal and external stakeholders. Its development was preceded by several meetings by Officers where proposals for vision, mission and core values were received in preparation for the planning workshop along with the Inspector General's Strategic policy direction of the NPS. A strategic planning workshop was later held where Officers deliberated on the strategic objectives and how they were to be implemented. From them were derived primary activities, outputs, indicators and the implementation matrix in conformity with the guidelines provided by the National Treasury and Planning.

This was followed by further consultations, alignment and incorporation of views from stakeholders including the top leadership of the NPS, Ministry of Interior and Coordination of National Government officials, development partners and civil society. The process culminated in a validation workshop where the plan was adopted. This participatory process has been critical in ensuring that the public, as well as Government and Officers of all ranks within the NPS own the Strategic Plan.

## **1.5: Structure of the Strategic Plan**

This Strategic Plan is structured into seven chapters:

Chapter one gives the background information about National Police Service, mandate and its functions;

Chapter two presents Kenya's development agenda under Vision 2030 and the role of National Police Service in realising the Vision's priorities;

Chapter three reviews the National Police Service Strategic Plan (2013–2018) highlighting achievements, challenges and lessons learnt;

Chapter four presents the Environmental Scan – the PESTEL, SWOT, stakeholders, risk and mitigation analyses;

Chapter five presents the Strategic Model covering Vision, Mission, Core Values and Strategic Goals along with the strategic themes, issues, objectives and strategies;

Chapter six covers Institutional Framework including the structure and the resource requirements for implementation of the Strategic Plan while; and

Chapter seven provides the Monitoring and Evaluation and Reporting framework.



*The old, the current and the new look of Kenya Police Service Officers*

# CHAPTER 2: THE LEGAL FRAMEWORK AND THE NATIONAL DEVELOPMENT AGENDA


## 2.1: Introduction

This Strategic Plan is anchored on the Constitution, National Police Service Act, 2011, National Police Service Commission Act 2011, Independent Policing Oversight Authority Act, 2011, Vision 2030, the ‘Big Four’ Agenda, the Medium Term Plan III, Sustainable Development Goals, partnerships in the Police Reforms, various policy documents, Institutional Strategic Plans, East Africa Protocol on Peace and Security and Africa Union Agenda 2063.

## 2.2: The Constitution of Kenya, 2010 and other Legal Frameworks

### 2.2.1: The Constitution

The Constitution of Kenya 2010, Article 243 establishes the National Police Service consisting of Kenya Police Service and Administration Police Service. It further states the objectives of the National Police Service is to include striving for the highest standards of professionalism and discipline, preventing corruption, promoting and practicing transparency and accountability among others. The independent command of the NPS is placed upon the Inspector General. The Kenya Police Service and Administration Police Service are each headed by a Deputy Inspector General. . The Constitution outlines the objectives and functions of the National Police Service and provides its structure, command and principles. These are then operationalised through the National Police Service Act, 2011 and the Service Standing Orders



The freedom and security of all persons in Kenya is guaranteed by the Constitution which defines National Security as being the protection against internal and external threats to Kenya's territorial integrity and sovereignty, its people, their rights, freedom, property, peace, stability and prosperity and other national interests. The National Police Service is one of the three organs of National Security, the other two being the Kenya Defense Forces and the National Intelligence Service.

The Constitution establishes the National Police Service Commission to recruit and appoint, promote, transfer, confirm appointments, discipline and perform any other functions prescribed by national legislation within the NPS.

The Constitution provides the basis for the NPS core values. It further states that in performing their functions and exercising their powers, the national security organs and every member of the national security organs shall not;

- (i) Act in a partisan manner;
- (ii) Further any interest of a political party or cause;
- (iii) Prejudice a political interest or political cause that is legitimate under the Constitution; and,
- (iv) The national security organs are subordinate to civilian authority.

The constitutional provisions form the stable foundation upon which the Strategic Plan 2018–2022 for the National Police Service draws its inspiration, organisation, structure and authority.

### **2.2.2: National Police Service Act, 2011**

The National Police Service Act, 2011 Section 24 provides the functions of Kenya Police Service. Apart from the common functions of both services, the Kenya Police Service is mandated to provide the following unique services which includes investigation of crimes, prevention and detection of crime and enforcement of laws and regulation with which it is charged.



Section 27 of the Act provides for the unique functions of the Administration Police Service to include support to Government agencies in enforcement of administrative function in exercise of their lawful duty, provide border patrol and border security, provision of specialised stock theft prevention services, protection of Government property, vital installations and strategic points, conflict management and peace building among others.

Section 28 establishes the Directorate of Criminal Investigations under the direction, command and control of the Inspector General. Section 35 provides for its functions to include investigations of serious crimes, forensic analysis and coordination of country Interpol affairs among others.



*Police providing security to vital installations and infrastructure*

Section 87 of the Act brings to attention the establishment of an Internal Affairs Unit for the NPS. The unit is placed under the command and leadership of a Director in the rank not lower than an Assistant Inspector



General (AIG). It is mandated to receive and investigate complaints against the police, promote uniform standards of discipline and good order in the Service and keep records of facts of any investigations they carry out internally. The Unit is universal for the entire National Police Service and reports directly to the Inspector General.

The National Police Service Act, 2011 Section 132 provides for continuous and sustainable police reforms by requiring that the responsible Cabinet Secretary and Inspector General to put in place a system for ensuring continuous and sustainable police reforms with regard to policy and operational matters respectively. Further, the responsible Cabinet Secretary is required to provide leadership in coordination with policy guidance and to ensure establishment of police reform units at the Ministry and the National Police Service as appropriate. These structures are critical in sustaining the momentum and pace of reforms in the National Police Service.

### **2.2.3: National Police Service Commission Act, 2011**

The Constitution of Kenya 2010, Article 246 establishes the National Police Service Commission (NPSC) and mandates it to recruit, appoint persons to hold offices in National Police Service, confirm appointments, determine promotions and transfers and exercise disciplinary control over the NPS. The Commission's core mandate is Human Capital Management in the NPS.

### **2.2.4: Independent Policing Oversight Authority Act, 2011**

Transparency and accountability is a key objective of the NPS. Pursuant to this objective, the Government established the Independent Policing Oversight Authority (IPOA) through the enactment of the IPOA Act, 2011. The IPOA is mandated to investigate any complaints related to disciplinary or criminal offences committed by any member of the NPS, whether on its own motion or on receipt of a complaint, inspections of

Police premises and detention facilities; and monitor and investigate policing operations. It makes recommendations to the relevant authorities, including recommendations for prosecution, compensation, internal disciplinary action or any other appropriate relief and to make public the response received to these recommendations.

### **2.2.5: Other relevant Local Acts.**

In exercising its powers and performances of its functions, the NPS is guided by the following Acts among others – National Coroners Service Act No.18 of 2017, Office of the Director of Public Prosecutions Act No.2 of 2013, Evidence Act Cap.80, Penal Code Cap.63, Criminal Procedure Code Cap.75, Ethics and Anti-Corruption Act No.3 of 2003, Witness Protection Act No.16 of 2006, Victims Protection Act No.17 of 2014, Sexual Offences Act No.3 (2006), Fire Arms Act Cap.114, Children Act 2012, Kenya Citizenship and Immigration Act (Revised ed.2018), Prevention of terrorism Act No.30 of 2012, Anti-Counterfeit Act No.18 of 2008, Public Officers and Ethics Act 183, Prevention of Torture Act No.12 of 2017, Probation of Offenders Act Cap 64, National Transport and Safety Authority (Revised 2014), Community Service Orders No.10 of 1998, and National Crime Research Act Cap 62.

### **2.2.6: Sustainable Partnerships in National Police Service**

The Government has adopted a sector-wide approach to the implementation of Police reforms that embraces partnerships as a key strategy. The Development Partners play a critical role through engaging in bilateral and programme level cooperation agreements with the Government

whose objective is to ensure continuous and meaningful engagements, results focused and maximum value for technical and material support to police reforms. They also provide the NPS an opportunity to benchmark with the best and enable a learning process from other jurisdictions with successful police reforms programmes.

## **2.3: Kenya's Development Agenda, Regional and Global Development Agenda**

### **2.3.1: Vision 2030**

Kenya Vision 2030 is the country's development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrialised, *"middle-income country providing a high quality life to all its citizens by the year 2030"*. The Vision is based on three pillars; the economic, the social and the political.

### **2.3.2: The "Big Four" Agenda**

For the period 2018–2022, under MTP III, the Government plans to implement the "Big Four" Agenda drawn from Vision 2030, namely:–

- (a) Food security in which it will increase acreage under food crop, establish new Small and Medium Enterprises (SMEs) at production level, increase credit to individual farmers and transformation of the strategic food reserve;
- (b) Increase health coverage from 16.53 million to 51.57 million people;
- (c) Enhance manufacturing by supporting textile, leather industry and agro-processing to create jobs and increase national income; and,
- (d) Building 500,000 affordable homes in all major cities by 2022.

### **2.3.3: Medium Term Plans**

The Kenya Vision 2030 envisages a secure and stable environment for Kenya's upward economic development by year 2030. In order to achieve this, the Vision has been implemented through successive five year

MTPs which commenced in year 2008. The MTPs are actualised through Sector Specific Plans including the 'Security Peace Building and Conflict Resolution Sector'. The country is now implementing MTP III 2018–2022. The overall goal of the Medium Plan III rides on the overarching objective of the Vision 2030.

The MTP II (2013–2017) prioritised implementation of recommendations by the report on National Task Force on Police Reforms (2009) and implementations of reforms as envisaged in Article 243 and 246 of the Constitution of Kenya, 2010 and the principles of accountability and transparency upon which IPOA is established.

The Vision 2030 under MTP II (2013–2017) targeted achievement of 10% real GDP growth by 2017. The economy however, recorded growth rates of 5.7%, 5.3% and 5.6 % in 2013, 2014 and 2015 respectively which were lower than those projected in the MTP II. Among the reasons for lower than projected growth, was insecurity, which impacted on investment and other key sectors such as tourism.

Although Kenya has been fairly stable over the last decade, it has continuously been confronted by challenges that includes evolving threats such as terrorism, organised crime, piracy, radicalisation, violent extremism, unemployment, demographic changes, cybercrime, influx of refugees and the proliferation of Small Arms and Light Weapons (SALWs) as well as human and drug trafficking.

On the regional front, the Great Lakes Region countries have for the past two and a half decades experienced conflicts and instability due to influx of refugees and proliferation of illicit small arms and light weapons, a web of fragile states, incessant conflicts and violent extremism, among others which have impacted negatively on regional development efforts.

The implementation of the MTP II, therefore, came during the period when Kenya was experiencing security challenges particularly terrorism. However, concerted efforts by the Government, various stakeholders

including development partners helped to contain the situation. The country now enjoys relative tranquility and key sectors of the economy are now on an upward trajectory.

The security sector realised several milestones in the implementation of the MTP II. These achievements include Police modernisation program, capacity building for security officers, as well as improved staff welfare as attested by the roll-out of the Group Life Insurance, Medical Insurance Cover and the recent payment of house and commuter allowances to all police officers. This has led to improved security in the country creating an enabling environment for the economy to thrive.

The implementation of the MTP I and II enabled the country to remain stable in the face of the prevailing security challenges through improvements in operational capacity by security agencies. MTP III, therefore, builds on the lessons learnt in the implementation of the previous MTPs to eradicate inter-community conflicts, ensure safe custody of offenders and their effective rehabilitation and re-integration to the society; reduce incidences of piracy; reduce human-wildlife conflicts and influx of refugees and proliferation of illicit small arms and light weapons.

The dynamic nature of security, emerging crimes and challenges will inform the new programmes for implementation under the MTP III. For successful implementation, the programmes are anchored on legal, policy and institutional reforms as well as the Constitution.

The plan strives to put in place measures that will ensure national security to guarantee compliance, utmost respect for the rule of law, Democracy, Human Rights and Fundamental Freedoms. This is based on the understanding that security is key to national development through provision of conducive environment for businesses to thrive as well as encouraging both domestic and foreign investments, tourism and a 24-hour economy. This will in turn create more employment for the youth and consequently reduce insecurity in the country.

## 2.3.4: Sustainable Development Goals

To implement the seventeen (17) Sustainable Development Goals (SDGs) in Kenya, each of the 17 goals was mapped with Vision 2030 within the MTP II to align the vision to the global development framework and its implementation is a progressive process with goals and milestones that will be achieved over time.

Out of the 17 SDGs, the National Police Service plays a big role in Goal 16 targets and indicators presented in Table 1 below:

**Table 1:** *Targets for Goal 16 of the SDGs*

<b>GOAL 16:</b>	<b>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</b>
<b>Targets 16.1:</b>	<i>Significantly reduce all forms of violence and related death rates everywhere;</i>
<b>Targets 16.2:</b>	<i>End abuse, exploitation, trafficking and all forms of violence against and torture of children;</i>
<b>Targets 16.3:</b>	<i>Promote the rule of law at the national and international levels and ensure equal access to justice for all;</i>
<b>Targets 16.4:</b>	<i>By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime;</i>
<b>Targets 16.5:</b>	<i>Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements;</i>
<b>Targets 16.6:</b>	<i>Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime;</i>

<b>Targets 16.7:</b>	<i>Promote and enforce non-discriminatory laws and policies for sustainable development;</i>
<b>Targets 16.8:</b>	<i>Substantially reduce corruption and bribery in all their forms;</i>
<b>Targets 16.9:</b>	<i>Develop effective, accountable and transparent institutions at all levels;</i>
<b>Targets 16.10:</b>	<i>Ensure responsive, inclusive, participatory and representative decision-making at all levels;</i>
<b>Targets 16.11:</b>	<i>Broaden and strengthen the participation of developing countries in the institutions of global governance; and,</i>
<b>Targets 16.12:</b>	<i>By 2030, provide legal identity for all, including birth registration.</i>

### **2.3.5: Vision East Africa Community (EAC) 2050**

The Vision EAC 2050 lays out a broad East Africa's perspectives in which the region optimises the utility of its resources to narrow the gap in terms of social well being and productivity among the countries. It portrays a future for East African countries and of individuals' prosperity in cohesive societies, competitive economies, and strong inter-regional interactions. It is envisaged that by 2050 per capital income would grow ten-fold, situating the region into upper-middle income category.

### **2.3.6: African Union (AU) Agenda 2063**

Implementation of Agenda 2063 –Aspiration 4, by African States, Kenya included will involve:

- (a) Implementation of relevant aspects of Africa Peace and Security Architecture (APSA);
- (b) Development or implementation of national strategies that will contribute to the eradication of terrorism;

- (c) Promotion of closer cooperation with Africa and other international institutions;
- (d) Update of APSA to cover piracy, drug and human trafficking and trans-national crimes including terrorism; and,
- (e) Development or promotion of the use of an African Human Security Index.

## **2.4: Role of the National Police Service in the Implementation of the Constitution and the National Development Agenda**

### **2.4.1: National Police Service Role in the Implementation of the Constitution**

The National Police Service is expected to undertake the following in conformity with the constitution:

- (i) Implement the provision of the Constitution of Kenya, 2010 in totality to justify its objectives, functions, structure, and principles; protect national interests against internal threats and preserve people's rights, freedom, peace, stability and prosperity;
- (ii) Ensure continued improvement, reforms and modernisation of the Police Service through in-depth analysis and review of the following areas:
  - The security situation in Kenya;
  - The effectiveness of various security sector legislations and policies in transforming the police;
  - The extent to which civilian oversight as stipulated in IPOA Act and NPSC Act, 2011 have succeeded in informing practice and policy within the NPS in so far as accountability and transparency is concerned;



- Reorganise NPS command structure in conformity with NPS Act, 2011 and assign specific and distinct functions to the DIGs and DCI.
  - The extent to which various administrative actions undertaken aimed at reforming the police, in areas of recruitment, promotions, vetting of processes and their effectiveness and compliance with human rights principles (impartiality, non-discrimination, accountability, transparency and integrity) have influenced public perception,
  - Progress made by the National Police Service in mainstreaming human rights practices in the NPS; and,
  - Align police geographic or operational boundaries with current administrative boundaries and create a unified command structure.
- (iii) Make necessary recommendations with specific action plans on the above issues,
- (iv) Aggressively bid for resources from the budgetary process and from donor resource mobilisation to ensure all reforms envisioned in the Constitution are implemented in good time.

### **2.4.2: Role of the National Police Service in the National, Regional and Global Development Agenda**

The National Police Service is expected to play its role in the achievement of the national development medium and long term goals through maintenance of law and order and ensuring security of lives and property which would in turn create an enabling environment for the economy to thrive. Specific roles include:

- (i) Revision and anchoring its strategic Plan to the MTP III in order to actualise the planned activities,

- (ii) Actualise citizens participation in security agenda as outlined in Article 244 (e) of the Constitution of Kenya, 2010 to fully achieve the aspirations of the security goals in MTP III;
- (iii) Call upon the private sector as well as development partners to partner with the Government in implementing the targeted projects and programmes so as to achieve the objectives of the plan and make Kenya a safe hub in the region;
- (iv) Support strategic Government interventions through:
  - A secure 24hr economy which promotes manufacturing;
  - Enabling access to adequate and dignified housing for its staff; and,
  - Securing vital installations and critical infrastructure.
- (v) Implementing the following are specific programmes earmarked by the NPS during the MTP III period in enabling implementation of the National Development Agenda :
  - (a) Police Modernisation Programme:
    - Equipping of the National Police Service Forensic Laboratory
    - Procurement and deployment of an assorted range of modern firearms and security equipment and tools;
    - Development of case management information systems to improve reporting of crimes; and,
    - Installation of integrated surveillance systems in major towns, along the ports and at national parks and increase installation of CCTV cameras in Nairobi, Mombasa, Kisumu and Nakuru to enhance security and intelligence gathering.
  - (b) Capacity Building;
  - (c) Staff welfare programme with emphasis on housing;

- (d) Provision of medical and group life cover to all its staff and officers;
  - (e) Security of vital installations and critical infrastructure;
  - (f) Issuance of Police Clearance Certificates to enhance integrity;
  - (g) Police Reforms Initiative to improve the service performance and develop effective, accountable and transparent institutions at all levels;
  - (h) Crime Reduction;
  - (i) Enhance war against terrorism;
  - (j) Eradicate Alcohol, Drug and Substance Abuse;
  - (k) Implementation of “Mombasa Community Delivery Charter”;
  - (l) Ensure responsive, inclusive, participatory and representative decision-making policing service through a streamlined Community Policing;
- (vi) Prioritise promotion of sustainable peace and security, maintenance of law and order, deterring crime, defending the country against internal aggression, deepening policy, legal and institutional reforms;
  - (vii) Upscale and upgrade collection, analysis and dissemination of up to date intelligence information among other interventions; and,
  - (viii) Regarding the Vision EAC 2050, NPS will ensure peace and security that will enable free movement of people, labour, goods, services and capital as well as combating the issues of illicit financing, illicit drugs and money laundering which must be systematically and jointly addressed during the period of Vision 2050.

NPS will also play a vital role in the achievement of Aspiration 4 (A peaceful and Secure Africa) of the AU Agenda 2063 by specifically maintaining and preserving peace and security, putting in place institutional structures for AU instruments on peace and security and fully operationalising APSA pillar, e.g., implementation of the Nairobi protocol on small arms and light weapons.



*A Police Reporting Desk in Turkana.*



*CCTV Cameras Installed in major cities across the country.*



*Integrated, Communication, Command and Control ( IC3 ) Centre.*



# CHAPTER 3: REVIEW OF THE STRATEGIC PLAN 2013–2018

## 3.1: Introduction

This chapter provides an overview of the implementation of the National Police Service Strategic Plan 2013–2018. Specifically, the chapter highlights the achievements, key success factors, challenges, constraints faced during plan implementation period, lessons learnt and proposed remedies.

## 3.2: Strategic Objectives, Enablers, Achievements and Constraints

### 3.2.1: Strategic Objectives of the 2013–2018 Strategic Plan

The NPS Strategic Plan 2013–2018 identified six strategic objectives with a set of ten deliverables. The following were the strategic objectives that NPS pursued in the plan period:

- (a) To provide strategic leadership in the command structure and system for efficient administration of the Service;
- (b) To facilitate and coordinate implementation of all policies, regulations and guidelines affecting NPS;
- (c) To guide implementation of police reforms in accordance with the laid down legislative regime;
- (d) To undertake establishment of linkages with strategic partners and international police agencies;
- (e) To facilitate modernisation of the Service;
- (f) To strengthen institutional capacity for effective service delivery;



*Trained Police Dogs*



*Recce squad officers*

### **3.2.2: Strategic Plan 2013–2018 Implementation Status**

**Objective 1: To provide strategic leadership in the command structure and system for efficient administration of the Service.**

- (i) To establish and devolve the services of the Internal Affairs Unit that are competent and equipped to conduct investigations into police misconduct**

In order to ensure oversight and accountability, the Internal Affairs Unit (IAU) was established to investigate complaints by the police and public against the police. The IAU has been operationalised and the Headquarters located at KCB Towers, Developed operational manual to guide its work, held awareness forums, recruited and capacity-built 82 officers, developed and installed a digital Anonymous Reporting Information System (ARIS). However, its capacity needs to be enhanced to achieve the whole roll-out to the counties.

- (ii) To establish working mechanisms with Independent Policing Oversight Authority.**

To ensure oversight and accountability, the Independent Policing Oversight Authority (IPOA) was established to investigate complaints against the police by members of the public and from members of the NPS, inspect police premises and detention facilities, monitor and investigate policing operations and make recommendations to relevant state agencies. It has offices in Nairobi, Kisumu, Meru, Nyeri, Garrisa, Kakamega, Eldoret and Mombasa region. An MOU between IPOA and NPS was developed which laid down the working mechanism thereby improving the working relationship. Modalities have also been put in place for Joint trainings, Joint Secretariat on Outstanding Police Service Awards scheme (OPSA) among other initiatives.



**(iii) To establish mechanisms for compensation to victims of police misconduct.**

There is an established working mechanism for compensation of victims of police misconduct through collaboration between the office of the AG and IG.

**(iv) To facilitate Audit of Police Operations and Functions.**

The National Police Service has supported and facilitated a number of internal and external audits during the previous plan. These included an “Audit of the Status of Police Reforms in Kenya by the Kenya National Commission on Human Rights and Centre for Human Rights and Peace (The University of Nairobi [2015]”, audits by the Reform Committee and “Kenya Police Service Satisfaction Survey and Needs Analysis Report, 2016’ by Transparency International, Kenya among others’. All these have assisted in unraveling the issues in the NPS that needs to be addressed.

**(v) To co-ordinate and determine the establishment and maintenance of Police Stations, Posts, Outposts, Units or Unit Bases in the County.**

NPS has established 489 police stations with posts and outpost, units and bases through collaboration and funding by National Government Constituency Development Fund, Donor assistance and budgetary provision. These include the Children’s Police Protection Unit formed in 15 stations, in collaboration with Swedish Embassy, and development of Model Police Stations as centres of excellence at strategic points in the country.

Financial resources have been deployed to all levels including to Officers Commanding Police Stations (OCS) to improve service delivery to the customers.

**(vi) To determine the distribution and deployment of officers in the Service and recommend to the Commission and the County Policing Authorities.**

The National Police Service Commission has developed various policies and regulations to guide the HR functions. These include promotion regulations, recruitment and appointment regulations, transfer and deployment regulations, career progression guidelines, training policy, welfare policy, housing policy, guidance and counselling policy, chaplaincy policy, among others.

The NPS reduced police-to-population ratio from 1:505 in 2013 to 1:444 in 2018 through continued recruitment, training and deployment of 37,948 Police Officers. The service recruited, trained has also and deployed 11,300 National Police Reservists.

The office of the Inspector General is fully operational with various directorates having been established to carry out specific roles.

The National Police Service adopted the distributive approach to programs, where the respective police services, formations and units were assigned distinct roles and functions.

**Objective 2: To facilitate and coordinate implementation of all policies, regulations and guidelines affecting NPS.**

**(i) To establish NPS governance and policy development mechanism and to advise the Government on policing matters and services**

As per the provision of the National Police Service Act, 2011, the responsible Cabinet Secretary and Inspector General have put in place a system for ensuring continuous and sustainable leadership in conjunction with policy guidance and to ensure establishment of police reforms unit and the NPS as appropriate. These structures have sustained the momentum and pace of reforms in the NPS.

In addition, the NPS has established and continues to be guided in terms of policy development by the Joint Consultation and Advisory Board, NPS Service Board, Police Stations Development Management Boards (PSDMB) and Police Reforms Steering Committee to provide policy direction and coordination.

Quarterly, Senior Management Joint meetings are convened by IG to discuss emerging policy issues affecting NPS and the Annual Conference for Senior Management from Headquarters, Directorates, County commands, Formations and Units have been introduced to review achievements, challenges, share experiences and discuss way forward on emerging reforms in the NPS.

**(ii) To establish County Policing Authorities and Community Policing Structures in order to issue guidelines on Community Policing to ensure cooperation between the NPS and the communities it serves.**

Community Policing is one of the central pillars of the National Security Policy and has continued to be at the centre of the National Police Service policy and philosophy. It has worked well in involving the public directly in Community Policing. However, it is interchangeably confused with *Nyumba Kumi* Initiative.



### *Community Policing*

The Development of a National Policy and Guidelines on Community Policing has been completed and is in draft form awaiting necessary approvals. The Nyumba Kumi Initiative which has now been renamed to 'Citizens Participation in Security Initiative' was introduced to strengthen Community Policing operations at the village and households level. Community policing pilot project at Kikuyu Police Station was completed with support from the Government of Sweden. This initiative complements the existing Community Policing program which requires reforms.

**(iii) To develop and implement policies, guidelines and Standard Operating Procedures (SOPs) for service delivery.**

A total of thirty-one (31) Policy Guidelines have been gazetted while others are pending. Several institutions have been established and are at various levels of operationalisation.

Legislative enactment in fulfilment of the constitutional provision has been implemented through amendment of National Police Service Act, 2011 in 2014 and 2016; National Police Service Commission Amendment Act, 2016; and enactment of the Private Security Regulation Act, 2016.

During the period under review, the National Police Service Standing Orders (SSOs) 2018 was developed and are being rolled out to the Services, Counties, Formations and Units.

The KPS Strategic Plan (2015–2019), APS Strategic Plan (2013–2018) and DCI Strategic Plan (2015–2020) were prepared and disseminated to enhance planning and coordination at all levels.

**Objective 3: To guide implementation of Police Reforms in accordance with the laid down legislative policy.**

**(i) To establish a Police Reforms Directorate and Programme for Implementation and to ensure implementation of reforms articulated in NPS Act, 2011.**

The Directorate of Reforms and Police Reforms Steering Committee were established and considerable progress in reforms has been undertaken. During the period under review, a number of legislative and institutional reforms have been undertaken, among them:

- (a) The Basic Recruits, the Supervisory, Inspectorate, DCI Training Academy and Advanced Leadership and Management curriculums have been developed as well as training materials for modules on community policing, forensic investigations and crime scene management. Pending external evaluation of the curriculum, the Police training colleges have internally evaluated the curriculum and made some adjustments to the courses. The police training colleges were accredited to issue diplomas and post graduate diplomas in Police Science.





*Police Training*

- (b) Group Life and Medical Insurance covers have been provided to 105,551 police officers.
- (c) In police housing enhancement, there has been continuous improvement in police housing with a total of 26,230 permanent and semi-permanent housing units being provided as presented in Table 2.

**Table 2: National Police Service Housing Status**

<b>CURRENT STOCK AND DEFICIT</b>		
<b>Assumptions</b>		
The current stock of housing units comprises of permanent and semi-permanent units, but excludes temporary accommodation structures.		
	<b>Current Stock (Permanent + Semi – permanent)</b>	<b>Current Deficit</b>
KPS	12,441	40,410
APS	12,493	42,006
DCI	1,296	4,209
Total	26,230	86,625
%	23.55%	76.45%

Source: M or s MyRita Consultants Report on Police Housing, (2018).

- (d) A job evaluation exercise to set police salaries was commenced by the Salaries and Remuneration Commission but the process has not been concluded.
- (e) Improved National Police Service Officers' Welfare and refurbished about 400 Police Stations countrywide.
- (f) A pilot survey for a model Police Station was carried out for Central, Ngong, Tot, Isibania, Bamba and Kaloleni Police Stations. Except for Ngong, the rest of the plan is pending implementation.





*Country wide Biometric Police Registration exercise*

**Objective 4: To undertake establishment of linkages with strategic partners and international police agencies.**

- (i) To promote co-operation with international police agencies and develop a Public- Private Partnership framework.**

One of the four pillars of the National Police Service reforms program is Inter-institutional partnerships and linkages which provide the opportunity for the service to adjust to a changing operating environment and the ever-changing public demand.

NPS has been working in collaboration with various Donors and Development Partners who include UNODC, Jamii Thabiti, USAID, Swedish Government, European Union, The Netherlands, USA, and legal Resource Foundation and GJLOs in fulfillment of its mandate.



NPS partnered with local institutions, developers and entrepreneurs in financing and developing its infrastructure and services such as housing, fleet leasing and management. Its officers also participated in national, regional and international peace conferences, sports and training.



*National Police Service Sports Team*

- (ii) To establish cooperation with other public and private bodies to develop reliable statistics on crime rates, detection rate, public confidence in the police, number of complaints against the police, as well as personnel statistics.**

The National Police Service has now been linked to other networks. Already Police Clearance Certificates, Abstracts and other documents can be processed through the Internet. It has already commenced formulation of development of Case Management Information System for reporting, processing and documentation of policing related data. Most importantly, the NPS is a major player in inter-agency operations including Interpol that have continued to share intelligence and data and combined forces in the fight against contrabands, drugs and alcoholism, terrorism, human trafficking and proliferation of firearms among other crimes.



*The RECCE Squad Commandos*

Through collaboration with international partners, piracy along the Kenyan coastline has been dealt with and drug barons at the coast have been subdued. Kenya has partnered with other regional countries to enhance cross border security by being a member of security blocks and troops contributing to countries that serve in peace keeping missions.

**(iii) To commission relevant research and benchmark against best practices.**

During the period under review, the NPS commissioned a special audit on police housing, whose conclusive solution has evaded the Service for a very long period. The report is under consideration.

**Objective 5: To implement programmes that would enhance public safety and security.**

**(i) To Modernise the National Police Service.**

The National Police Service implemented its mandate of enhancing security for persons and their properties through Kenya Police Service, Administration Police Service, and Directorate of Criminal Investigations. It realised the following achievements:

- (a) Enhanced security through installation of National Security Communication Network and the Surveillance System in Nairobi, Mombasa and their environs.
- (b) Improved Crime Surveillance through the installation of 1,850 CCTV Cameras in Nairobi, Mombasa and their environs. It established and operationalised the Integrated Communication, Command and Control (IC3) Centre at the IG's Office and the Coastal Regional Headquarters.
- (c) Implementation of Police Modernisation Programme that have seen acquisition of assorted specialised security equipment.



- (d) Completed construction of the National Police Service Forensic Laboratory.
- (e) Enhanced mobility through purchase and leasing of 2,720 assorted motor vehicles.



*Armored Vehicles*





*Police Choppers*



*Police Bomb Disposal Robots*





*Kenya Maritime Police*



*Police Body Armor*



*Police Vehicles*



*National Police Service Forensic Laboratory, at DCI Headquarters*

## **(ii) To implement the policing mandate.**

The NPS continued to fulfill its mandate of preservation of peace, protection of life and property, maintenance of law and order through the following:

- (a) By use of Strategic Early Warning Systems, criminal activities have been forestalled;
- (b) Provision of border patrol and border security;
- (c) Intensified war on drugs that led to some level of success with major drug barons at the coast being arraigned before courts of law;
- (d) Partnering with other regional countries as a member of security blocks to enhance cross border security;
- (e) Participating in peace keeping missions in countries facing conflicts such as Somalia;
- (f) Interdicting terrorism activities in borderline counties and those prone to terrorism such as Mandera, Tana River, Kilifi, Mombasa, Lamu, Garissa, Marsabit, Kwale, Isiolo, Wajir and Nairobi; and,
- (g) Other policing activities that were undertaken include Community Based Policing, rapid response to emergencies, general police services, protective security, public order management and paramilitary services, illicit arms control, surveillance of rural borders, intelligence and investigative services, peace building and conflict monitoring and intervention, deployment of financial resources to the police stations and sustained law enforcement in support of other government departments and agencies. This has ensured that the police continue to deal with the ever increasing criminal activities as demonstrated in Table 3 below.

Reported crime incidences on average increased by 4% from 73,845 in 2013 to 88,268 in 2018 as summarised in Table 3 below.

**Table 3:** Summarised Annual crime figures for the last 6 years (2013 – 2018)

CATEGORY OF OFFENCES	2013	2014	2015	2016	2017	2018	Ave% change
Homicide	4891	4667	2648	2751	2774	2856	-30%
Offences Against Morality	4779	5177	6164	6228	5492	7233	22%
Other Offences Against Persons	19344	19919	21174	22295	22515	25049	12%
Robbery	3551	3013	2865	2697	2713	2935	-17%
Breakings	6397	5663	5591	5621	6131	5970	-8%
Theft Of Stock	1965	1848	1961	1918	2136	2077	1%
Stealing	11455	10044	9528	10361	11656	12845	-4%
Theft By Servant	2702	2276	2184	2440	2632	2477	-9%
Vehicle And Other Thefts	1631	1241	1111	1355	1404	1370	-17%
Dangerous Drugs	4316	4851	5525	6160	5565	8021	33%
Traffic Offences	45	100	120	139	69	213	154%
Criminal Damage	3603	3709	3983	4307	4262	4783	14%
Economic Crimes	2750	3039	3244	3503	3695	4100	23%
Corruption	57	138	79	92	75	119	64%
Offences Involving Police Officers	95	53	71	57	86	174	-6%
Offences Involving Tourist	14	21	19	15	15	93	111%
Other Penal Code Offences	6250	5636	6223	7047	6772	7953	6%
<b>TOTAL</b>	<b>73845</b>	<b>71395</b>	<b>72490</b>	<b>76986</b>	<b>77992</b>	<b>88268</b>	<b>4%</b>

Source: Annual Crime Report, 2018

The improved crime reporting can be attributed to success in the Citizen Participation in Security Programme, robust sensitisation programmes, improved access to police stations and a shift towards people centred policing.



### 3.3: Key Success Factors

The following are the factors that have played a big role in the achievements realised in the immediate past plan period:

- (i) Political goodwill. Security is highly rated and placed as an enabler for Vision 2030, the SDGs, and the “Big Four Agenda” and hence has had full support at the topmost political and economic policy decision levels;
- (ii) The Constitution of Kenya 2010 and the underlying legislations have brought harmonised command, synergy, integration and commonality of purpose amongst the Services and the Directorate;
- (iii) Reforms and modernisation initiatives supported by the law has ensured improved officers’ welfare and enhanced institutional and operational capacity of the NPS;
- (iv) The ring-fenced budgetary support for police modernisation under which Kshs. 10 billion was exclusively provided annually for the last five years. Additional provision was given for police housing under Ministry of Transport, Infrastructure, Housing and Urban Development and police vehicle leasing under the National Treasury. This accelerated the rate of reforms and modernisation;
- (v) The media and social platforms have made public participation in policing, crime reporting and quick feedback to top management easier. This, coupled with fast changing technological trends, required police to be proactive and dynamic as far as enhancing policing capacity is concerned;
- (vi) By use of Strategic Early Warning Systems, criminal activities have been forestalled and curtailed; and,
- (vii) Collaboration with international partners and Public-Private Partnership has enhanced the NPS ability to reform itself and deal with existing and emerging challenges.

### **3.4: Challenges and Constraints Faced During the Plan Implementation**

The NPS has had to deal with emerging issues that are a challenge as well as a constraint; first because they bring with them new dimensions to security operations but at the same time diverts resources away from the normal and budgeted activities. They also continuously change in complexity, intensity and timing and hence are unpredictable and normally unplanned for.

During implementation of the Strategic Plan for 2013–2018 the NPS encountered the following emerging issues, challenges and constraints:

#### **3.4.1: Emerging Issues**

- (a) Sophisticated and changing forms of cybercrime, money laundering, terrorism and poaching;
- (b) Increased ecosystem interruption leading to human wildlife conflict;
- (c) Continued radicalisation, recruitment and indoctrination of Kenyans especially youths into terror organisations, proscribed groups and violent extremism;
- (d) Continued negative ethnicity leading to political intolerance thus undermining Governments' efforts to ensure national cohesion;
- (e) Domestic and Gender Based Violence (GBV);
- (f) Persistent encroachment on public land;
- (g) Cross-border conflicts and regional instabilities especially in Somalia and South Sudan leading to proliferation of illicit small arms and light weapons and influx of refugees and aliens;
- (h) Persistent resource based conflicts leading to cattle rustling, banditry and inter-communal violence;
- (i) Increased levels of poverty, unemployment and widening inequality making Kenyans, especially the youths, vulnerable to crime;

- (j) Unresolved international land and maritime border issues;
- (k) Illegal logging in forests;
- (l) Increased cases of Alcohol, Drug and Substance Abuse especially among the youths leading to increased crime incidences;
- (m) Human Trafficking;
- (n) Rampant Corruption;
- (o) Smuggling of contrabands and counterfeits; and,
- (p) Increased school unrest.

### **3.4.2: Challenges**

The NPS has, over time, faced the following challenges:

#### **(i) Institutional, Legislative and Policy Reforms**

- (a) Several legislations such as NPS Act 2011, National Police Service Commission Act, 2011 and the Independent Policing Oversight Authority Act, 2011, the National Coroners Service Act, 2017, Private Security Regulation Act, 2016 and Public Order Management Act, CAP 56 have been enacted but not fully operationalised.
- (b) IPOA, in the end term report of the inaugural board (2012–2017) affirmed that the major problems bedeviling the NPS relates to systemic and structural issues; lack of management and leadership skills among the majority of police leadership; lack of effective coordination, coherent and strategic direction; and Lack of elaborate accountability mechanism. This calls for better corporate re–organisation.
- (c) Kenya is confronted by systemic corruption, alcohol abuse, physical violence, nepotism and other forms of violation. This presents a policing challenge as the state has the primary responsibility of protecting and promoting human rights and cannot, therefore,

condone or nurture such traits, hence presenting a conflict of expectations. This puts the police in a dilemma as they are expected to propagate national values in the society marred with these ills.

- (d) Duplication of roles has impacted negatively on optimal utilisation of available resources and service delivery.
- (e) Delays in operationalisation of the NPS Act, 2011 Section 40 and 41 on Police Station as a centre of operation and County Policing Authority has led to continuous conflict in command.
- (f) Lack of clarity on the coordination function of the National Government Administration Officers in the field as far as security is concerned has led to interference in the police functions. There is need to uphold the independent command of the NPS as enshrined in the Constitution.
- (g) The name 'National Police Service' does not bear the name of the country Kenya to distinguish its national identity from other countries' police services.

## **(ii) Police Accountability and Oversight**

- (a) The IAU has not fully devolved its services to the counties.
- (b) Members of the public are not sensitised on the importance of the accountability mechanisms in place and the need to provide support to their work.
- (c) Resources for accountability mechanism have been inadequate leading to ineffectiveness in service delivery.
- (d) There was a challenge of implementing the accountability mechanism by the police commanders particularly Chapter 30 of the SSO.
- (e) Lack of a communication strategy in IAU.
- (f) Inadequate training in IAU.

(g) Lack of digitisation of complaints management system.

**(iii) Professionalism, Terms and Conditions of Service**

(a) Police housing continues to be a major challenge.

(b) The police public relations have remained frosty due to isolated cases of reported corruption, extortion, extrajudicial killings, arbitrary detentions and abuse of power.

(c) There is ongoing collaboration with universities to provide tailor made courses to middle level police officers to obtain requisite qualifications. However, there is slow progress towards establishment of the National Police Service University College and Academy.

(d) There is slow implementation of newly enacted policies, regulations and guidelines. This has denied the Service the intended benefits of the reforms and impacted negatively on the morale of the officers.

(e) There is a general feeling by the public and police that the vetting process has not achieved its intended objectives hence a need to review the vetting regulations.

(f) The NPS lacks a mechanism to support police officers to cope with the day-to-day stress related to their work. The police chaplaincy and guidance and counselling services have not been fully operationalised.

**(iv) Administrative and Operational Preparedness and Logistics.**

In terms of housing, mobility, tooling and kitting and ICT infrastructure, there is noticeable improvement courtesy of modernisation programme. However, the expected impact of the safe and secure society has not been fully realised, therefore a strategy to ensure optimal utilisation of these resources needs to be developed:

- (a) Budgetary limitations have hampered the acquisition of the critical tools and equipment and as a result, the police are yet to acquire adequate equipment for specialised operations.
- (b) The Maritime Police Unit is under-capacitated occasioned by inadequate staffing, shortage of equipment such as appropriate speedboats and low budgetary allocation.
- (c) The National Police Service Air Wing still experiences some challenges such as appropriately trained personnel to service the aircrafts. The terms and conditions of service for Pilots and Engineers in the National Police Service Air Wing are also not very attractive compared to their counterparts in the aviation industry.
- (d) The NPS lacked appropriate modern communication equipment, basic ICT knowledge and skills, equipment and infrastructure, an effective electronic network and communication system (National Computer System) which connects Police Stations, Local Access Network (LAN) connecting Regional, County and Sub-County headquarters and allows preservation of crucial information and data. The use of Closed Circuit Television (CCTV) cameras by police in detection of crime is also inadequate. Even the existing IC3 Project (CCTV Network) implemented in Nairobi and Mombasa is also inadequate.
- (e) The forensic laboratory at DCI lacks capacity for chemical and biological analysis especially for the DNA database and related forensic investigations.
- (f) Inadequate motor vehicles for rapid response at IAU.

**(v) Community Policing and Partnerships**

- (a) Community Policing is meant to promote partnerships between the NPS and the Community in Policing. Nyumba Kumi Initiative which is currently referred to as citizen participation in security

initiative is anchored on community policing at household level. However, the functions of the established Community Policing committees are too broad and at times they surpass their mandate. There are therefore numerous challenges between community policing and Nyumba Kumi Initiative. In some counties there are rival committees which engage in supremacy battles, while others assume the role of the police to arrest and detain.

### **3.5: Constraints**

The following were the constraints experienced by the NPS during the period under review:

- (i) Inadequate funding for various projects and programmes including infrastructure, NPS Hospital, houses for police officers, human resource development and research among others;
- (ii) Understaffing in the civilian support services. Against an authorised establishment of 11,744 only 2,358 (20%) are in-post leaving a variance of 9,386. There are also gaps in the establishment and job description;
- (iii) Lack of adequate policy, legal and institutional framework to fully operate e.g. in relation to coastline security and management of the Blue Economy resources;
- (iv) Lack of an integrated digitised data system in case of management;
- (v) Ageing security infrastructure and equipment;
- (vi) Congestion at the police staff houses resulting to psychological related problems;
- (vii) The Strategic Plan was not fully implemented due to lack of an integrated

strategy for implementation, little commitment to what had been agreed upon, planned and documented, inadequate resources, and resistance due to lack of buy-in and lack of ownership at lower levels of the organisational hierarchy.

### **3.6: Lessons Learnt**

In the course of implementing the 2013–2018 Strategic Plan, the National Police Service learnt the following:

- (i) There is an urgent need to improve capacity building (equipment, personnel and facilitation) for effective and efficient provision of security and policing;
- (ii) There is need for adequate financial and political good will towards creating and sustaining the requisite momentum for resolving endemic regional conflicts and emerging crimes;
- (iii) To combat emerging crimes, security agencies must be enabled to acquire enhanced specialised training;
- (iv) Sustainable funding and technical assistance to AMISOM operations in Somalia is key towards combating terrorism;
- (v) Community involvement in conflict management leads to sustainable peace and stability;
- (vi) Use of technology is effective in combating crime and there is need to leverage on ICT in the achievement of the objectives of the Strategic Plan;
- (vii) Youths engagement in productive economic activities is critical in fighting crime;
- (viii) Citizens participation in security is critical;
- (ix) Top management interest and support is crucial to the achievement of the objectives of the Strategic Plan;
- (x) To review and track implementation of planned activities in the Strategic Plan, Monitoring and Evaluation must be embraced at all levels;



- (xi) There is need to embrace other stakeholders and partners in implementing the planned activities for support and accelerated implementation of programmes;
- (xii) For a successful project implementation, there is need for proper design, ownership, commitment and collaboration between various government agencies;
- (xiii) In high security prioritised projects, the government should come up with efficient and effective procurement procedures to cushion against premature interference;
- (xiv) There is need to embrace good governance in implementation of the objectives of the Strategic Plan;
- (xv) There is need to have a database of retired security officers to leverage them in security matters;
- (xvi) There is need to review all the existing policies, legal and institutional frameworks on cohesion, reconciliation and national values to assist and guide policing services;
- (xvii) There is need for the police to strengthen its research and development activities to inform policy, planning, budgeting and decision making;
- (xviii) There is need to fast track the implementation of Police Reforms to bring the NPS to international standards;
- (xix) There is need to enhance collaboration between the security agents and the members of the public through community policing and citizen participation in security initiatives to reduce crime; and,
- (xx) There is need to integrate contribution of private security providers in dealing with insecurity.

# CHAPTER 4: SITUATIONAL ANALYSIS

## 4.1: Introduction

This chapter presents an analysis of the current and projected operating environment of the NPS. It involved internal and external scan, and identification and analysis of SWOT and PESTEL factors that affect the NPS. An analysis of key stakeholders was also done as well as risk analysis. The objective was to identify strategic issues and formulation of strategic model (vision, mission, motto, strategic goals, objectives, strategies and activities).

## 4.2: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The SWOT analysis identified the key internal (Strengths and Weaknesses) and external (Opportunities and Threats) factors affecting NPS. Table 4 presents the SWOT analysis outlining areas that can be improved, changed and exploited for betterment of the Service and threats that must be mitigated to maintain the momentum of delivery of the NPS mandate.

**Table 4:** *SWOT Analysis*

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Legislative framework; NPS, NPSC, IPOA, The Constitution of Kenya 2010.</li><li>• Political good will supportive of NPS.</li><li>• Countrywide presence of NPS.</li><li>• Strong, trained and experienced Human Capital.</li></ul>	<ul style="list-style-type: none"><li>• Inadequate specialised and civilian technical support staff.</li><li>• Weak internal accountability systems.</li><li>• Lack of National Policing Policy.</li><li>• Lack of Synergy between the services.</li></ul>

## Strengths

- A tested training curriculum for police.
- Participation in international assignments e.g., peace keeping and Interpol, etc.
- Evolving internal accountability mechanisms.
- Developed Career progression guidelines, SSO and HR Policies.
- IC3 Initiative.
- Increased collaboration with institutions of higher learning.

## Weaknesses

- Unimplemented career progression guidelines career.
- Limited resources to operationalise policing functions.
- Political interference.
- Lack of independent budget vote.
- Inadequate infrastructure e.g. offices, vehicles, housing, specialised equipment, communication equipment, slow adoption of ICT, etc.
- Lack of research functions, policies, units.
- Low job satisfaction.
- Low access to SOPs.
- Poor public police relationship.
- Low access to police information.
- Inadequate skills and equipment in forensic and other specialised areas.
- Low investigating capacity.
- Undefined working hours.
- Dismissals, resignations and transfer of service.
- Incivility.

	<ul style="list-style-type: none"> <li>• Sub-optimal recruitment and deployment.</li> <li>• Non-compliance police behaviour.</li> <li>• Policies and guidelines exist but not adequately implemented.</li> <li>• Competition and duplication of roles.</li> <li>• Low level of public trust.</li> <li>• Corruption among some officers.</li> <li>• Resistance to police reforms.</li> </ul>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ul style="list-style-type: none"> <li>• Enabling policy and institutional frameworks.</li> <li>• Existing structures for coordination at National and County level.</li> <li>• Modernisation of NPS.</li> <li>• Reorganisation of the NPS command.</li> <li>• Further training in various specialised areas.</li> <li>• Harmonisation of policies.</li> <li>• Equal opportunities for recruitment and deployment of Officers in diverse areas within the Service.</li> <li>• Closer links with stakeholders and development partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Negative perception and hostility by the public.</li> <li>• Disregard for provisions of the law.</li> <li>• International terrorism and crime.</li> <li>• Fluid political dynamics.</li> <li>• Negative influence by retired or post Police Officers.</li> <li>• Confusion and conflict with County Governments.</li> <li>• Militarised communities.</li> <li>• Rapid growth in cybercrime.</li> <li>• Legal challenges emerging from litigation.</li> <li>• HIV and AIDS and chronic illnesses leading to attrition of officers.</li> </ul>

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Being a recognised enabler in Vision 2030 and the “Big Four agenda”.</li> <li>• Strengthened IPOA and IAU for police accountability.</li> <li>• Leveraging of policing using ICT.</li> <li>• Restructuring of NPS.</li> <li>• Linkages and partnerships with institutions.</li> <li>• Community Policing Philosophy.</li> <li>• Robust media relation.</li> <li>• Build Trust and Legitimacy.</li> <li>• Harmonised training curriculum .</li> <li>• Rebranded Police Training Colleges.</li> <li>• Support by development and strategic partners and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Negative publicity by media.</li> <li>• Delayed delivery of judgment by Judiciary.</li> <li>• Low synergy in criminal justice system.</li> </ul>

### 4.3: **PESTEL Analysis**

The NPS recognises the need to appreciate the past, current and foreseeable Political, Economic, Social, Technological, Environmental and Legal (PESTEL) issues in relation to the influence they can have on the success of implementation of this five-year Strategic Plan. A critical scan of these factors has been undertaken to inform the NPS of the opportunities that could be exploited as well as the potential risks for which mitigation plans should be in place. Table 5 presents the analysis of these factors.

**Table 5:** (PESTEL) Analysis

Issues	Effects
<b>1. Political</b>	
Varying perceptions and interpretations of new power structures and government organisation.	Potential grounds of conflict between MDAs and such situations are easily kindled into full-blown confrontations and slowing down of administrative processes.
Intolerance between different communities.	Continuous monitoring of prevailing political temperatures and the associated security risks.
Increased citizenry interest and demands for accountability.	Shape the policies that the Service will require to offer effective operations.
Political Boundaries Review.	Inter-communal conflicts.
Election cycles.	Heated political temperatures leading to reduced economic growth.
<b>2. Economic</b>	
Pledge to commit additional resources to the security sector.	Additional resources availed to enable completion of modernisation and reform programme.
Increasing national infrastructural investments.	Deployment of security personnel required.
<b>3. Social</b>	
Increased citizenry awareness and assertiveness.	Stumping and curbing of crimes through information and intelligence sharing.
Criminalised cultural activities such as cattle rustling.	Unending security risks to communities requiring heightened surveillance of the hotspots.
Alcohol and substance abuse.	Social decay and crimes such as drug trafficking and production of illicit brews.
Un-conducive work environment and welfare for the police officers.	Low morale among the officers.



#### **4. Technological**

Fast changing technological advancements (Innovations).	Evolution of crimes like terrorism, cybercrimes, e-crimes, moral corruption among others.
Obsolescence of equipment.	Derails the effectiveness of police response to crime.
Application of technology.	Technology will aid policing and increase ability to detect and interdict e-crimes requires to be improved.
Utilisation of ICT.	Use of ICT particularly in areas of crime mapping, logistics, management, Anonymous Reporting Information System (ARIS), information analysis and transmission.
Protection of data and information.	Secured data and information.
Electronic Intelligence sharing.	Automated aspects of police operations to support sharing and access to information, data and communication.

#### **5. Environmental**

Resource based conflicts.	Ethnic Conflicts and clashes in the informal settlements, drought stricken and resource scarce areas.
Climatic change.	Famine and drought, flooding and other ecological challenges may leading to increased crime.
Increased crimes against animals and endangered species (poaching).	Poor economic growth leading to loss of jobs hence increase in crime.

#### **6. Legal**

Enforcement of Environmental Protection Regulations.	Oversight bodies like NEMA will expect NPS to enforce environmental laws with some being difficult to enforce.
International instruments.	Obligated to implement all international instruments and provisions which Kenya is a signatory to.

Legislative constraints.	Some legal provisions are inhibitive to policing work.
Low public awareness and participation in security legislation.	Hinders participation in policing activities such as information sharing, community policing and security legislation.
Litigations arising from police actions.	Demoralises police and at times may result to inaction.



*Police planting trees to promote environmental awareness*

## 4.4: Key Stakeholders Analysis

Implementation of NPS programmes will require concerted efforts from all partners involved through mutually beneficial relationships. NPS offers support to other government departments to discharge their lawful mandates by working with various communities. In return, it receives support and facilitation from many other organisations and institutions in and out of the government. Broadening these relationships requires a thorough mapping of the partners and their roles, expectations and relationships. The stakeholder's analysis helps in developing a good understanding of their roles and interests, and the relationship needed to enhance and optimise engagements and partnership in implementing the NPS mandate, strategic goals and objectives. Table 6 below presents the stakeholders' analysis.

**Table 6:** *Key Stakeholders Analysis*

STAKEHOLDERS	ROLE	EXPECTATIONS
KPS, APS, DCI and IAU	<ul style="list-style-type: none"> <li>• Maintain law and order.</li> <li>• Detect, prevent and investigate crimes and aid in prosecution of offenders.</li> <li>• Undertake policing duties.</li> <li>• Formulate and implement security operation programmes.</li> <li>• Provide security and enforce the law.</li> <li>• Link to stakeholders.</li> <li>• Facilitate and support police service.</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonised law enforcement operations.</li> <li>• Participation in joint operations.</li> <li>• Sharing of information on crime.</li> <li>• Public safety or peace and tranquility.</li> <li>• Career development and progression.</li> <li>• Professional discharge of duties.</li> <li>• Enforcement of law.</li> <li>• Upholding of NPS values, culture and attitudes.</li> </ul>

		<ul style="list-style-type: none"> <li>• Provision of quality services to stakeholders.</li> <li>• Manage reforms.</li> </ul>
Suspects and victims of crime	<ul style="list-style-type: none"> <li>• Police clients.</li> </ul>	<ul style="list-style-type: none"> <li>• Report crimes.</li> <li>• Submit to arrest for suspects.</li> <li>• Cooperate in investigations and appear in court of law to give evidence.</li> </ul>
Independent Police Oversight Authority (IPOA)	<ul style="list-style-type: none"> <li>• Maintenance of police accountability and transparency.</li> <li>• Provide accountability mechanism for both public and police.</li> </ul>	<ul style="list-style-type: none"> <li>• Support to improve accountability in the Service.</li> <li>• Protect the Service from undue criticism.</li> <li>• Follow up on complaints.</li> <li>• Partnership in improving the NPS.</li> <li>• Offering professional advice.</li> <li>• Objective feedback on public complaints.</li> <li>• Professional investigations of complaints.</li> <li>• Support Internal Affairs Unit in rolling out its services.</li> </ul>

		<ul style="list-style-type: none"> <li>• Support lobbying for improved service delivery.</li> <li>• Objective feedback on the status of detention facilities.</li> </ul>
National Police Service Commission (NPSC)	<ul style="list-style-type: none"> <li>• Development and implementation of policies and guidelines on police HR functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of policies, regulations and guidelines.</li> <li>• Development of career progression guidelines.</li> <li>• Address police terms and conditions of service.</li> <li>• Improvement of policing services nationally.</li> <li>• Oversee disciplinary processes.</li> </ul>
National Intelligence Service (NIS)	<ul style="list-style-type: none"> <li>• Manage National Intelligence.</li> </ul>	<ul style="list-style-type: none"> <li>• Share timely and accurate information related to safety and security.</li> <li>• Offer support to police operations.</li> </ul>
Kenya Prisons or Kenya Wildlife Service or Kenya Forest Service or National Youth Service	<ul style="list-style-type: none"> <li>• Manage correctional services.</li> <li>• Wildlife protection.</li> <li>• Forests and Wildlife protection.</li> <li>• Training of youths out of school in vocational and other skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperate in joint Police operations.</li> <li>• Provide support in form of training, facilities or resources.</li> <li>• Share information on national security issues.</li> </ul>

Ministry of Interior and Coordination of National Government	<ul style="list-style-type: none"> <li>• Provide policy direction and leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the pre-requisite funding to support programme implementation.</li> <li>• Advocacy for enabling policies and legislation in parliament.</li> <li>• Provide policy direction.</li> </ul>
State Department of Immigration	<ul style="list-style-type: none"> <li>• Border management, control and registration of immigrants.</li> </ul>	<ul style="list-style-type: none"> <li>• Support in skills development .</li> <li>• Sharing of information.</li> <li>• Support joint operation along porous border.</li> <li>• Control of immigration.</li> </ul>
County Governments	<ul style="list-style-type: none"> <li>• Provide services to residents.</li> <li>• Managing of public utilities.</li> <li>• Administer County laws.</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate county laws that support law and order and public safety.</li> <li>• Support in joint operations on law and order.</li> <li>• Implement programmes or activities that enhance public safety.</li> </ul>
Children's Department	<ul style="list-style-type: none"> <li>• Support investigations in cases involving children.</li> <li>• Administer the Children's Act 2001.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote welfare of children and wellbeing.</li> <li>• Enforce the Children's Act 2001.</li> </ul>



NACADA	<ul style="list-style-type: none"> <li>• Implement policies on drug and substance abuse.</li> <li>• Campaign against drug and substance abuse.</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing of information.</li> <li>• Support staff capacity development.</li> <li>• Support Investigation of drugs-related cases.</li> </ul>
Office of the Director of Public Prosecutions (ODPP)	<ul style="list-style-type: none"> <li>• Prosecution of public cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Prosecution of cases.</li> <li>• Direct investigation on cases.</li> <li>• Legal advice.</li> <li>• Capacity-build officers in investigations.</li> </ul>
The Attorney General	Chief Advisor to Government on legal matters.	<ul style="list-style-type: none"> <li>• These are then operationalised through the National Police Service Act, 2011 and the Service Standing Orders legal opinion and advice.</li> <li>• Fast-tracking enactment of laws.</li> <li>• Legal Representation in civil matters.</li> </ul>

Judiciary	<ul style="list-style-type: none"> <li>• Adjudicate or hear criminal and civil cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Support in the war against crime.</li> <li>• Consider evidence adduced by police.</li> <li>• Fair and timely delivery of justice.</li> </ul>
Constitutional Commissions (SRC, NGECC, EACC, KNCHR)	<ul style="list-style-type: none"> <li>• Dispensation of constitutional obligations on: <ul style="list-style-type: none"> <li>– Human rights.</li> <li>– The constitution.</li> <li>– Pay and benefits.</li> <li>– Corruption.</li> <li>– Public complaints.</li> <li>– Governance.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Guidance of various legislations.</li> <li>• Capacity development in specific constitutional areas.</li> <li>• Partnership in implementing Police programmes.</li> <li>• Feedback on public complaints, perceptions and demands.</li> </ul>
The National Treasury and Planning	<ul style="list-style-type: none"> <li>• Allocation of funds through the budget.</li> <li>• Formulation of project and programmes through MTP of Vision 2030.</li> </ul>	<ul style="list-style-type: none"> <li>• Project prioritisation through MTEF.</li> <li>• Budgetary allocation.</li> <li>• Timely release of funds.</li> <li>• Mainstream security issues in National Planning.</li> </ul>

National Crime Research Center	<ul style="list-style-type: none"> <li>• Undertake crime research and collation of all crime related data.</li> </ul>	<ul style="list-style-type: none"> <li>• Share crime research findings and recommendations.</li> </ul>
Kenya Revenue Authority	<ul style="list-style-type: none"> <li>• Revenue collection.</li> </ul>	<ul style="list-style-type: none"> <li>• Support operation against counterfeit and cross border illicit trade.</li> </ul>
Ministry of Public Service, Youth and Gender Affairs	<ul style="list-style-type: none"> <li>• Administer scheme of service and terms and conditions of service for all public officers.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved remuneration.</li> <li>• Support in capacity building training support.</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>• Provide goods and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely delivery of quality goods, work and services.</li> <li>• Compliance with public procurement laws and ethical practices.</li> </ul>
Institutions of Higher Learning/Universities	<ul style="list-style-type: none"> <li>• Build knowledge and undertake research on diverse issues of public interest.</li> </ul>	<ul style="list-style-type: none"> <li>• Support or collaborate to develop skills in policing.</li> <li>• Share research related to safety and security.</li> </ul>
Chamber of Commerce and Industry or Private Sector Associations	<ul style="list-style-type: none"> <li>• Advocate for conducive business and industry climate.</li> </ul>	<ul style="list-style-type: none"> <li>• Share information and partner in building capacity for enhanced security.</li> </ul>

Development Partners	<ul style="list-style-type: none"> <li>• Support development programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Support aspects of reforms of mutual interest.</li> <li>• Provide capacity building.</li> <li>• Support funding</li> <li>• Technical support.</li> </ul>
The Media	<ul style="list-style-type: none"> <li>• Provide information to public.</li> <li>• Shape perception on public issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide information to public on policing and security issues.</li> <li>• Engage with the Service to positively influence perceptions on security issues and the police image.</li> </ul>
Civil Society organisation (NGOs, FBOs, CBOs)	<ul style="list-style-type: none"> <li>• Advocacy and lobbying.</li> <li>• Capacity building.</li> <li>• Programmes support.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership in policing programmes and reforms.</li> <li>• Awareness creation.</li> </ul>
Other MDAs	<ul style="list-style-type: none"> <li>• Support in implementation of government programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration.</li> <li>• Support of joint programmes.</li> <li>• Resources prioritisation.</li> </ul>

The Public	<ul style="list-style-type: none"> <li>• Voters.</li> <li>• Taxpayers.</li> <li>• Consumers of police service.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold the police accountable.</li> <li>• Collaboration with the police in the fight against crime and social evils.</li> </ul>
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## 4.5: Risk Analysis and Mitigation

In implementing this Strategic Plan, the NPS may encounter policy, operational, financial, technological and strategic risks which must be mitigated. Table 7 presents the type of Risk Areas, Analysis and mitigation measures.

**Table 7:** *Anticipated Risk and Mitigation Measures*

Risk areas	Risk	Mitigation Measures
Financial Risks	Inadequate resources.	<ul style="list-style-type: none"> <li>• Develop sound business cases for extra resources and prioritise them to government and partners.</li> <li>• Fundraise through development of partners.</li> <li>• Ensure effective and lean operations.</li> </ul>
	Public Private Partnerships	<ul style="list-style-type: none"> <li>• Upscale the Public Private Partnerships.</li> <li>• Prioritise key programmes and down scale unfunded programmes.</li> </ul>

## Organisational Risks

<p>High turnover of officers.</p>	<ul style="list-style-type: none"> <li>• Harmonise and improve terms of service and make them competitive.</li> <li>• Improve working environment and conditions of service.</li> <li>• Initiate HR policy which seeks to identify why there is high turnover through use of exit interviews.</li> <li>• Fair implementation of disciplinary process.</li> <li>• Implement promotion regulations.</li> </ul>
<p>Lack of skills in specialised areas.</p>	<ul style="list-style-type: none"> <li>• Recruit more civilian and police technical support staff.</li> <li>• Develop requisite capacity.</li> <li>• Outsource some of the services.</li> <li>• Undertake benchmarking for specific skills acquisition.</li> <li>• Increase uptake in universities where collaboration for tailor-made programmes has been agreed on.</li> </ul>
<p>Unwillingness by officers to change culture, attitude and other related behaviour.</p>	<ul style="list-style-type: none"> <li>• Appeal to mind and hearts of officers.</li> <li>• Undertake practical programmes that will be appealing to the officers.</li> <li>• Seek feedback on a regular basis.</li> <li>• Identify champions everywhere to drive the programmes.</li> <li>• Facilitate termination of service for those unwilling to change.</li> </ul>



## Organisational Risks

	<ul style="list-style-type: none"> <li>• Initiate performance regime that requires an openness mind to change.</li> <li>• Rewards through selection or promotion.</li> <li>• Implement Gender policy ratios.</li> <li>• Implement anti-corruption strategy.</li> </ul>
Lack of synergy in command and structure of NPS.	<ul style="list-style-type: none"> <li>• Strengthen command structure and personnel deployment.</li> <li>• Build transformational leadership capacity among leaders at different levels.</li> </ul>
	<ul style="list-style-type: none"> <li>• Create opportunities for regular consultations.</li> <li>• Define and strengthen governance structures.</li> <li>• Reorganise and Restructure KPS, APS and DCI to conform to the Constitution and NPS Act 2011.</li> <li>• Strengthen formed units with capability to actualise their mandate.</li> <li>• Reorganise and integrate general duty policing.</li> </ul>
Lack of commitment to implementation of the Strategic Plan.	<ul style="list-style-type: none"> <li>• Motivate every officer.</li> <li>• Communicate benefits of implementing Strategic plan.</li> <li>• Cascade to the lowest institutional level (Police Station; Camp etc.).</li> <li>• Highlight achievements and gains and celebrate achievers.</li> <li>• Develop National Police Service Management system guide.</li> </ul>

## Organisational Risks

New and emerging Threats or Crimes – Inadequate legal and policy framework to counter emerging crimes.

- Cultivate deeper cooperation with all relevant stakeholders including Government Departments, agencies and partners to access information and undertake counter-operations.
- Sustain its border patrol and surveillance escort.
- Promote peace building and coexistence amongst communities.
- Improve its resilience for sustained response to the evolving needs of the country.
- Develop a criminal investigations policy
- Propose legal and policy framework to relevant authorities.

Low operational, Investigative and forensic Capacity.

- Develop operation, intelligence, forensic criminal investigation guidelines.
- Build capacity for investigators, tactical officers and staff officers.
- Modernise NPS equipment and systems.
- Recruit more investigators and forensic experts.
- Equip the forensic lab, specialised units and field commands.
- Train officers on Forensic analysis and tactical operations.
- Acquire assorted motor vehicles, more office space, arms and personnel protection gear.

<b>Policy or legal Risks</b>	<p>Change in legal or policy regime.</p>	<ul style="list-style-type: none"> <li>• Horizon scan for any changes within legal regime.</li> <li>• Review and develop relevant policies on regular basis.</li> <li>• Lobby with relevant bodies to ensure changes or compliance.</li> <li>• Establish research unit at the NPS Headquarters.</li> <li>• Establish accountability mechanisms for Officers flouting the law.</li> <li>• Participate in policy formulation.</li> </ul>
<b>Technological Risks</b>	<p>Lack of a centralised crime and criminals database.</p>	<ul style="list-style-type: none"> <li>• Develop a centralised crime and criminals data-base.</li> <li>• Develop an integrated case management system.</li> <li>• Upgrade ICT systems and enhance digitisation and staff capacity.</li> </ul>
<b>Relations Risks</b>	<p>Misunderstanding between the police service and various stakeholders including government and non-government actors.</p>	<ul style="list-style-type: none"> <li>• Present robust and open accounts of activities.</li> <li>• Lobby for goodwill among the various stakeholders.</li> <li>• Strengthen public relations office.</li> <li>• Maintain positive relations and communication with stakeholders.</li> <li>• Organise for regular consultative meetings.</li> <li>• Maintain the independence envisaged in law.</li> <li>• Undertake CSR activities.</li> </ul>

# CHAPTER 5: STRATEGIC MODEL

## 5.1: Introduction

This chapter presents the National Police Service strategic direction and how it intends to accomplish and achieve its mandate. It outlines the National Police Service Vision, Mission Statement, Motto, Core Values, Strategic Issues, Strategic Goals, Objectives, Strategies and Activities.

## 5.2: Vision Statement, Mission Statement and Motto:

### Vision Statement:

*“A World Class Police Service”*

### Mission Statement:

*“To provide a professional, innovative and people-centered police service through reforms, community partnership, capacity building and upholding the rule of law for a safe and secure society”*

### Motto:

*“Service with Dignity”      “Huduma Yenye Hadhi”*

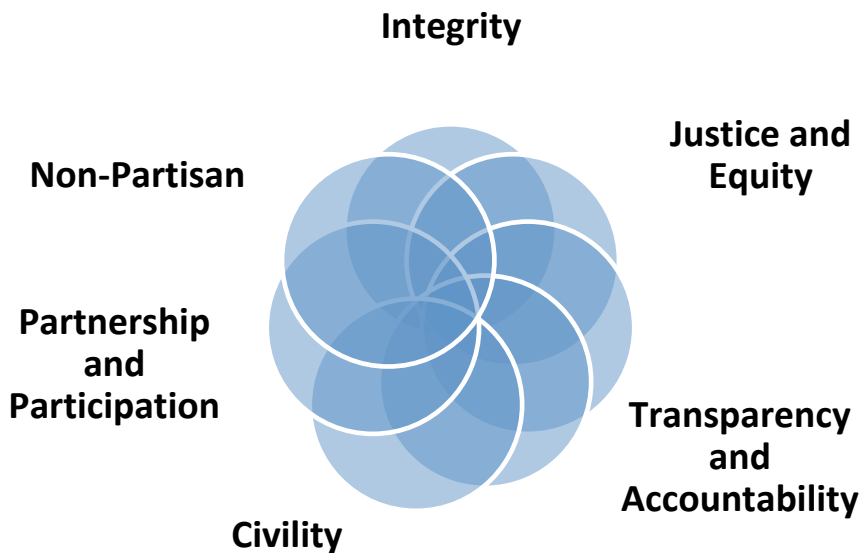
## 5.3: Core Values

The National Police Service core values are derived from National Values and Principles of Governance and the Principles of National Security as enshrined in the Constitution and are shown in Figure 1 and explained in Table 8 below:

**Table 8:** *Definitions of the Core Values*

<b>Value</b>	<b>Definition</b>
1. Non-partisan	Serve without bias or favor to any group, party or individuals.
2. Partnership and Participation	Foster and promote relationships with the broader society and allow inclusivity.
3. Justice and Equity	Fair play, parity and justness.
4. Civility	Politeness, courtesy and decency.
5. Transparency and accountability	Serve in an open manner, being responsible and ready to justify action and decisions.
6. Integrity	Promote and demonstrate openness, honesty, fairness and high level of moral excellence in the execution of duties.

Figure 1: Core Values



## 5.4: Strategic Goals

During the plan period 2018–2022, the National Police Service will pursue the following strategic goals:

- (i) To maintain law and order; preserve peace and protect life and property.
- (ii) To render support to government agencies in the enforcement of administrative functions and the exercise of lawful duties; conflict management and peace building.
- (iii) To improve Administration Command and Efficiency of the Service.
- (iv) To collect criminal intelligence, undertake investigations, apprehend offenders and support prosecution processes.

## 5.5: Strategic Issues

The Strategic issues presented in Table 9 affect the National Police Service in execution of its mandate during the plan period.

**Table 9:** *Strategic Issues*

Area	Issues
Financial	<ol style="list-style-type: none"><li>(i) Budgetary limitations.</li><li>(ii) Exchequer releases.</li><li>(iii) Poor resource mobilisation.</li><li>(iv) Resource utilisation and absorption capacity.</li></ol>
Structural	<ol style="list-style-type: none"><li>(i) Lack of clear command structure.</li><li>(ii) Overlaps in mandates and functions.</li><li>(iii) Partial operationalisation of HR policies and regulations.</li><li>(iv) Lack of proper succession management.</li></ol>



- (v) Lack of personnel exit strategy.
- (vi) Lack of harmonised strategic policy direction.
- (i) Slow mainstreaming of human rights.
- (ii) Fragile police–public relations and integration.
- (iii) Inadequate capacity of police accountability mechanisms.
- (iv) Centralisation and inadequate capacity of the Internal Affairs Unit.
- (v) Lack of strategic plan implementation strategy.
- (vi) Weak research function and policies.
- (vii) Slow adoption of ICT.
- (viii) Strong gender imbalance.
- (ix) Corrupt practices in the Service.
- (x) Weak performance management system.
- (xi) Low uptake of collaborative offers by institutions of higher learning.
- (xii) Bureaucracy in procurement process.
- (xiii) Low access to Police information by officers and the public.
- (xiv) Inadequate ICT safety and security measures.
- (xv) Rapidly changing technology.
- (xvi) Low investigative capacity.
- (xvii) Misunderstanding of and resistance to reforms.
- (xviii) Slow uptake of officers to change culture, attitude and related behavior.
- (xix) Lack of harmonised national offenses classification master register; and inadequate utilisation of crime research data.

- (i) Inadequate police housing.
- (ii) Undefined working hours.
- (iii) Unattractive terms and conditions of service for specialised personnel such as Pilots and Engineers in the Police Air Wing.
- (iv) Incomplete job evaluation and undefined terms and conditions of service.
- (v) Weak integration of the uniformed and civilian staff in the Police Service.
- (vi) Non-implementation of the career progression guidelines for the police.
- (vii) Inadequate funding to implement National Police Training Curriculum.
- (viii) Inadequate printing and distribution of Service Standing Orders and low pace of implementation of the Service Standing Orders.
- (ix) Inadequate mechanisms to support police officers to cope with day-to-day stress.
- (x) HIV and AIDS effect leading to attrition of officers.
- (xi) High employee turnover.
- (xii) Lack of skills in specialised areas.
- (xiii) Lack of progress towards establishment of the National Police Service Academy.
- (xiv) Inadequate office space and furniture.
- (xv) Slow progress towards construction of National Police Service Referral Hospital.
- (xvi) Slow implementation of promotion, career progressing, transfer and deployment regulations.
- (xvii) Irregularities in payment of some allowances.
- (xviii) Inadequate and regularities in training.

## Logistical

- (i) Lack of appropriate and effective electronic network and communication system (National Computer System) and ICT infrastructure.
- (ii) Grossly under capacitated Maritime Police Unit.
- (iii) Inadequate capacity of the National Police Air Wing.
- (iv) Inadequate forensic equipment and specialised skills.
- (v) Lack of an integrated digitised data system in the entire criminal justice system.
- (vi) Slow pace of upgrading aging security infrastructure and equipment.
- (vii) Inadequate land and documentation of existing parcels.
- (viii) Lack of standard operating procedures relating to police housing management.
- (ix) Inadequate supply of paralegal documents and stationery.

## Legislative

- (i) Pending proposed reviews of existing laws on policing.
- (ii) Inadequate policy, legal and institutional framework to guide police operations.
- (iii) Legal challenges emerging from litigations.
- (iv) Name of the 'National Police Service' does not bear the country's identity and may not be distinguished from any other country's national police service.

## Operational

- (i) Public disorder and riots.
- (ii) Resource based conflicts.
- (iii) Encroachment on public land.
- (iv) Violent extremism and radicalisation.
- (v) Border insecurity.
- (vi) Inter-communal violence.
- (vii) Political instability.
- (viii) Organised criminal gang activities.
- (ix) Transnational crimes.
- (x) Insufficient protection of critical and strategic infrastructure.
- (xi) Escalation of cyber crimes.

## Externalities

- (i) Rapid growth in emerging crimes – cybercrime, terrorism, cross-border crimes, etc.
- (ii) Negative publicity by media.
- (iii) Misunderstanding between the National Police Service and other stakeholders on jurisdiction and operations.

## 5.6: Strategic Objectives, Strategies and Key Activities

The strategic issues were analyzed and categorised into the following seven strategic objectives as presented in Table 10 below. Further, the strategies and activities to fulfill the stated objectives are presented in Table 11 below.

**Table 10:** *Strategic Objectives*

Strategic Objectives
(i) To enhance increased logistical, operational and investigative capacity;
(ii) To build capacity to combat high impact and emerging crimes and tackle negative external influence on NPS;
(iii) To reorganise the structure and command of the NPS for efficient and effective administration of the Service;
(iv) To enhance resource mobilisation in the Police Service;
(v) To improve the systemic capacity of the NPS to enhance its accountability and efficiency;
(vi) To improve staff welfare, relations and development for increased productivity; and,
(vii) To facilitate and coordinate development or implementation of enabling policies, regulations and guidelines affecting NPS.

**Table 11:** *Strategies and Key Activities*

Strategies	Key Activities
Strategic Objective 1: To enhance increased logistical, operational and investigative capacity	
Modernise the Police Service	<ul style="list-style-type: none"> <li>(i) Analyse status of modernisation to date to identify gaps and projections.</li> <li>(ii) Increase CCTV coverage in Nairobi and Mombasa and their metropolis.</li> <li>(iii) Installation of CCTV in Kisumu, Eldoret and Nakuru and environs.</li> </ul>

- (iv) Have CCTV in every police station.
- (v) Improve communication in North Eastern Kenya.
- (vi) Equip the National Forensic Laboratory.
- (vii) Develop an automated performance and knowledge management system.
- (viii) Acquire assorted security equipment and kitting.
- (ix) Construct of NPS Referral Hospital.
- (x) Upgrade police communication systems in operational areas.
- (xi) Acquire assorted vehicles, motorcycles and speedboats.
- (xii) Construct, refurbish, equip and upgrade police stations, camps, posts, offices, stores and warehouses, armories, pump stations, social amenities and residential buildings.
- (xiii) Enhance maritime policing through modernisation, capacity building, partnerships and increased funding.
- (xiv) Accelerate reforming of the National Police Service.
- (xv) Develop model police stations across the country.
- (xvi) Increase access to police services through establishment of new police stations and posts.
- (xvii) Seek collaboration with the Kenya Wildlife Service and other public service organisations to create a shared consolidated Air Wing.
- (xviii) Capacitate the National Police Air wing.
- (xix) Installation of CCTV within Police Stations.

<p>Upgrade ICT Systems and enhance Digitisation</p>	<ul style="list-style-type: none"> <li>(i) Develop a National Police Service Information System and accompanying ICT infrastructure.</li> <li>(ii) Enhance use of ICT particularly in areas of crime mapping, logistics, management, information analysis and transmission.</li> <li>(iii) Automate most aspects of police operations to support: <ul style="list-style-type: none"> <li>(a) Sharing of information and other data.</li> <li>(b) Communication.</li> </ul> </li> <li>(iv) Develop integrated complaints management system.</li> <li>(v) Adopt protection technology to secure data and information.</li> </ul>
<p>Strengthen Investigative Capacity of NPS</p>	<ul style="list-style-type: none"> <li>(i) Develop and implement integrated complaints management system.</li> <li>(ii) Operationalise criminal investigative guidelines.</li> <li>(iii) Recruit more investigators and forensic experts.</li> <li>(iv) Train adequate officers on investigations and forensic analysis.</li> <li>(v) Train IAU investigators.</li> <li>(vi) Equip the National Police Service Forensic Laboratory.</li> </ul>
<p>Strengthen Community Policing Programme</p>	<ul style="list-style-type: none"> <li>(i) Streamline Community Policing.</li> <li>(ii) Integrate Community Policing in police operations planning .</li> </ul>



	<ul style="list-style-type: none"> <li>(iii) Train and appoint committee members of Community Policing.</li> <li>(iv) Facilitate members of the Community Policing Committees to undertake their roles.</li> <li>(v) Complete and roll out NPS Intelligence Model.</li> <li>(vi) Formalise vetting of the Community Policing members.</li> <li>(vii) Operationalise the County Policing Authorities in all the 47 Counties.</li> </ul>
Create linkages with strategic partners and other states police agencies	<ul style="list-style-type: none"> <li>(i) Integrate multi-sectorial approach in dealing with crimes and security challenges.</li> <li>(ii) Enter into MOUs and MOAs with strategic partners and other states' police agencies.</li> <li>(iii) Centralise documentation of the partnership at the IGs.</li> </ul>
<b>Strategic Objective 2: To Build Capacity to Combat High Impact and Emerging Crimes and Tackle Negative External Influence on NPS</b>	
Adopt innovative crime management strategies	<ul style="list-style-type: none"> <li>(i) Leverage social platforms and media in mapping security threats and for early warning.</li> <li>(ii) Continuously map and monitor high risk areas through enhanced intelligence gathering and sharing.</li> <li>(iii) Form, train, equip and deploy specialised police teams or units to combat high impact and emerging crimes.</li> <li>(iv) Adopt technology in intelligence gathering.</li> <li>(v) Leverage on crime research and data in NPS work.</li> </ul>

	(vi) Develop and implement NPS model.
Improve operational capacity to combat high impact crimes and security challenges	<ul style="list-style-type: none"> <li>(i) Training and capacity building.</li> <li>(ii) Expand exchange programs.</li> <li>(iii) Develop and distribute policy and operational guidelines to address each of the high impact crimes.</li> </ul>
Streamline operations of the National Police Service Reservists	<ul style="list-style-type: none"> <li>(i) Recruitment, Training, kitting and tooling and deployment of National Police Reservists (NPRs).</li> <li>(ii) Review the NPS–NPRs Policy.</li> </ul>
Use partnership and cooperation to combat crime	<ul style="list-style-type: none"> <li>(i) Cultivate deeper cooperation to access information and undertake counter–operations.</li> <li>(ii) Enhance multi–sectorial approach in dealing with organised or transnational crimes.</li> <li>(iii) Sustain border patrol and surveillance operations.</li> <li>(iv) Promote peace building and coexistence amongst conflicting communities.</li> </ul>
Positively change police image and standing in society	<ul style="list-style-type: none"> <li>(i) Mainstream human rights in the conduct of police planning and operations.</li> <li>(ii) Mainstream gender and inclusion of vulnerable persons or groups within the service.</li> <li>(iii) Increase citizenry rights awareness and assertiveness on security issues.</li> <li>(iv) Upscale operationalisation of public relations framework and policy.</li> <li>(v) Present robust and open account of police activities to the media and public.</li> </ul>

- (vi) Organise regular consultative meetings with external stakeholders.
- (vii) Organise open forums to improve police image among members of the public.
- (viii) Mainstream human rights in operations and planning.

**Strategic Objective 3: To reorganise the Structure and Command of the NPS for efficient and effective administration of the Service**

Build capacity for organisational change

- (i) Build leadership capacity for organisational change.
- (ii) Create opportunities for regular consultations with stakeholders e.g., NPS-IGs Conference, Disciplined Services Prayer Day.
- (iii) Define and strengthen command and administration structures.
- (iv) Roll out of the NPS Restructuring Policy framework.
  - Reorganise and harmonise NPS structures.
  - Introduce new general duty police uniform and kitting.
  - Deployment of personnel, estates and equipment.
  - Review of operational policies, regulations and guidelines.
  - Organise refresher training for all General Duty Police.
- (v) Create a clear reporting function on security incidences from the lowest level to the top.
- (vi) Sensitisation of staff on the restructuring.

Restructure NPS into a seamless operational entity with distinct functions for KPS,APS and DCI

- (i) Initiate amendment of the legislation to address the command, functions and structure of NPS.
- (ii) Clarify and clearly demarcate functions between the services to remove overlaps and duplications.
- (iii) Integrate and synergise the determined numbers of KPS, APS Officers under the general duty police.
- (iv) Integrate and harmonise training curricula for all police services.
- (v) Rebrand National Police Service Training Institutions facilities.
- (vi) Define and harmonise the roles and functions of regional, county, sub-county, camps, stations and posts.
- (vii) Conduct participatory sensitisation on command restructuring internally and externally.
- (viii) Assign distinct clear roles and functions to DIGs and Director DCI.
- (ix) Initiate amendment of the legislation to address the command, functions and structure of NPS.
- (x) Implementation of police station modernisation programme.
- (xi) Integrate and merge all posts, camps and patrol bases to be under one police station area of jurisdiction.

#### Strategic Objective 4: To Enhance Resource Mobilisation for the National Police Service

Enhance resource mobilisation for NPS

- (i) Strengthen senior management participation in bidding for more resources during the budgetary process.
- (ii) Develop sound proposal or business cases for extra resources from government and partners.
- (iii) Fundraise through development partners, loans and grants.
- (iv) Enhance resource access and availability to commanders in the Regions, Counties, Sub Counties and Police Stations.
- (v) Develop and implement a resources mobilisation policy.
- (vi) Upscale Public Private Partnerships.
- (vii) Enhance advocacy skill for NPS resource mobilisation.

#### Strategic Objective 5: To improve institutional and technical capacity of the NPS to deliver accountable efficient, accessible and professional policing services

Improve accountability in the National Police Service

- (i) Streamline relationship structures between IPOA, Ombudsman, IAU and NPS for the benefit of the police and members of the public.
- (ii) Educate officers and members of the public on the importance of accountability.
- (iii) Implement recommendations of IAU, IPOA,CAJ.
- (iv) Bid for budgets to fund the IAU.

	<p>(v) Enhance capacity of IAU:</p> <ul style="list-style-type: none"> <li>• Decentralise IAU to counties.</li> <li>• Procurement of Communication equipment.</li> <li>• Increase Human Resource capacity.</li> </ul>
Ensure implementation of the strategic plan	<p>(i) Create awareness to all staff on the plan.</p> <p>(ii) Motivate staff.</p> <p>(iii) Communicate benefits of implementing Strategic plan.</p> <p>(iv) Examine and re-focus resources to this strategy plan.</p> <p>(v) Develop and review annual plans in adherence to this strategic plan.</p> <p>(vi) Monitoring and evaluation of the strategic plan implementation.</p> <p>(vii) Highlight achievements and gains and recognise achievers.</p>
<b>Strategic Objective 6: To Improve Staff Welfare, Relations and Development for Increased Productivity</b>	
Improve staff recruitment	<p>(i) Recruit police officers to meet increasing policing demand.</p> <p>(ii) Determine number of specialised technical staff requirement.</p> <p>(iii) Create a structure for administration of civilian staff in the services.</p> <p>(iv) Initiate HR survey to identify reasons for high staff turnover.</p>
Strengthen Police control and discipline	<p>(i) Review, print and distribute additional Service Standing Orders.</p> <p>(ii) Print and Distribute additional the Standard Operating procedure.</p>

	<ul style="list-style-type: none"> <li>(iii) Print and develop and distribute Operational Manual.</li> <li>(iv) Develop new and review existing paralegal documents.</li> <li>(v) Print and distribute NPS discipline regulations 2015.</li> </ul>
<p>Improve officers competencies and suitability</p>	<ul style="list-style-type: none"> <li>(i) Finalise and roll out the NPS Training Policy.</li> <li>(ii) Expansion and modernisation of existing colleges.</li> <li>(iii) Establish the National Police Service Academy and expand existing colleges.</li> <li>(iv) Undertake benchmarking for specific skills acquisition.</li> <li>(v) Increase uptake in universities where collaboration for tailor-made academic and research programmes have been agreed on.</li> <li>(vi) Undertake Training Needs Assessment for all officers and Instructors, including skills audit and suitability.</li> <li>(vii) Continuous instructors improvement programmes to implement the new training curriculum.</li> <li>(viii) Develop Quality Assurance standards.</li> <li>(ix) Appoint and Operationalise the National Police Service Examination Board.</li> <li>(x) Develop operational guideline for NPS Examination Board.</li> <li>(xi) Implement the career progression guidelines.</li> </ul>



<p>Improve terms and conditions of employment</p>	<ul style="list-style-type: none"> <li>(i) Finalise and roll out the NPS Housing Policy.</li> <li>(ii) Pay house allowance to police officers as per their respective ranks.</li> <li>(iii) Initiate payment of commuter or fuel allowances for officers.</li> <li>(iv) Develop better terms and conditions of service for specialised personnel in conformity with professional policy regulation.</li> <li>(v) Finalise and roll out of the NPS Chaplaincy Policy.</li> <li>(vi) Finalise and roll out the NPS Counseling Policy.</li> <li>(vii) Finalise and roll out the NPS Welfare Policy.</li> <li>(viii) Develop the NPS Workplace Safety Policy.</li> <li>(ix) Print and Distribute NPSC disciplinary regulation.</li> </ul>
<p>Influence positive change of Police culture, attitude and productivity</p>	<ul style="list-style-type: none"> <li>(i) Appeal to mind and hearts of officers through team building activities.</li> <li>(ii) Establish discreet channels for regular feedback from staff on operational and administrative issues.</li> <li>(iii) Management of resistance to implementation of restructuring policy framework.</li> <li>(iv) Promote continuous communication and public engagement.</li> <li>(v) Appoint a team of officers to drive transformation paradigm change programmes.</li> <li>(vi) Finalise and roll out NPS policy on conflict of interest.</li> </ul>

	<ul style="list-style-type: none"> <li>(vii) Finalise and roll out guidelines on engagement in trade and business.</li> <li>(viii) Develop NPS Operational Doctrine.</li> <li>(ix) Publicise police achievements.</li> </ul>
<b>Strategic Objective 7: To Facilitate and Coordinate Development and Implementation of Policies, Regulations and Guidelines Affecting NPS</b>	
Strengthen legislative capacity of NPS	<ul style="list-style-type: none"> <li>(i) Horizontally scan all new laws or legislations for any changes within legal framework that impacts the Police Service.</li> <li>(ii) Propose legislative amendments, new laws and/ or merging of laws to help deal with administrative issues and crimes.</li> <li>(iii) Scan and implement International security instruments and provisions which Kenya is a signatory to.</li> <li>(iv) Strengthen the legal unit to deal with legal matters and ligations against police actions</li> <li>(v) Propose renaming the “National Police Service” to “Kenya National Police Service”.</li> </ul>

# CHAPTER 6: INSTITUTIONAL FRAMEWORK FOR STRATEGIC PLAN IMPLEMENTATION

## 6.1: Introduction

This chapter provides the institutional framework which will enable the National Police Service implement the identified strategic objectives and strategies and provide the foundations for applying its performance management frameworks.

## 6.2: Structure of the Plan Implementation

The structure of the NPS provided in this chapter is developed in line with Articles 238, 239, 243, 244 and 247 of the Constitution of Kenya 2010 and the NPS Act 2011. The proposed organogram of the NPS is provided in Appendix 1. The organogram shows the operations, the management frameworks, reporting channels, authority, accountability levels and integration of operations and support services for optimal performance and service delivery.

The NPS consists of the following:

- (i) The Office of the Inspector General established under Article 245 (I) of the Constitution of Kenya 2010.
- (ii) The Kenya Police Service and the Administration Police Service each headed by a Deputy Inspector-General.
- (iii) The Directorate of Criminal Investigations headed by the Director of Criminal Investigations; and,
- (iv) Internal Affairs Unit headed by a Director.

### 6.2.1: Office of the Inspector General

The office of the Inspector General comprises of uniformed and civilian staff drawn from KPS, APS, DCI and deployed to serve in the various

Directorates within the NPS headquarters. The functions of the Inspector General are stipulated in section 10 of the National Police Service Act, 2011.

## **6.2.2: Directorates under the Office of the Inspector General**

To assist the Inspector General in executing his functions the following Directorates have been created:

### **A. Directorate of Human Capital Management or Welfare**

#### **1. Personnel:**

- (a) Supervise Human Resource development programmes.
- (b) Quality assessment of human capacity development programmes.
- (c) Develop and implement human resource policies and other administrative guidelines.
- (d) Strengthen linkages with stakeholders through various networking and collaborative mechanisms.
- (e) Review or develop human resource development manuals to provide policy and direction.
- (f) Guiding staff development including recruitment, training, performance management, discipline and other staff related matters.
- (g) Hold regular consultative meetings with relevant stakeholders on human resource matters.
- (h) Ensure regular reports are prepared and submitted to relevant stakeholders.
- (i) Make presentations to various stakeholders whenever required to do so.

- (j) Making high level representation of NPS at various stakeholders' forums especially NPSC, PSC, SRC on all HR matters that need to be presented.
- (k) Coordination of performance management including performance appraisals, interviews, setting of goals and preparation of action plans.
- (l) Advise the IG and Senior management on HR policy and other statutory concerns and responding to inquiries regarding policies, procedures and programmes.
- (m) Develop a versatile Human Resource Information System that will allow sharing of information across the Service and be accessible to various users including relevant State agencies and allow tracking of various HR issues like bio data of staff, transfers, performance; education levels among others and preferably be accessed online but with various authorisations for accessibility of confidential information.

## **2. Welfare:**

- (a) Coordinate Welfare matters, sporting activities and Chaplaincy in the National Police Service.
- (b) Ensure that welfare issues are adhered to by the Services as per the Service Standing Orders.
- (c) Have a staff that feels consulted and involved in the work of the NPS using creative and innovative mechanisms for effective participation.
- (d) Ensure healthy and safe working environment.
- (e) Develop and maintain proper communications such as bulletin boards and newsletters to ensure staff have knowledge of events and general information.

- (f) Coordinate provision of counseling and psycho-social support for staff across the services.
- (g) Identifying deficiencies in welfare measures, reasons for discontent and poor morale, and remedy them.
- (h) Ensure that critical incident stress management is provided to officers and their families.
- (i) Promote moral values and inculcate integrity in the lives of officers and their families.
- (j) Ensure provision of spiritual nourishment, guidance and counseling to officers and their families in the Service.

## **B. Directorate of Operations:**

- (a) Establish operations and policing procedures.
- (b) Ensure compliance of all statutory requirements in policing and operations.
- (c) Collate information and intelligence to inform relationships with emerging issues.
- (d) Liaise with Interpol in view to collate date information and Interpol notices.
- (e) Develop and establish National Police Service Records Management Systems, Archive Centre and Data Recovery Site.
- (f) Establish operating and policing standards.
- (g) Ensure compliance of all statutory requirements in policing and operations.
- (h) Coordinating development on safety, crime prevention education policy and outreach initiatives.
- (i) Ensure cohesion in information gathering and sharing with other law enforcement agencies.

- (j) Collaborate with reform directorate in ensuring the implementation of the county policing authority, community policing policy and guidelines.
- (k) Participate in research and other policing areas and identify best practices.
- (l) Communicate execute all general, operational administrative and organisational orders and policies.
- (m) Advise the IG on matters critical to enhance police practices.

### **C. Directorate of Planning:**

- (a) Overall leadership to the Directorate and is the link between the Directorate and the Inspector General.
- (b) Co-ordinate the sections within the directorate for effective service delivery.
- (c) Oversee the co-ordination of the M&E to review and track the implementation of the planned activities within the Service.
- (d) Oversee the rendering and maintenance of an effective and efficient procurement function that will ensure value for money when acquiring assets, goods and services.
- (e) Oversee the development of Financial Management Strategy to ensure efficient utilisation of resources within the services in accordance with the Public Finance Management Act. 2012.
- (f) Approve, under guidance of the Inspector General, all expenditures in the office of the Inspector General.
- (g) Carry out planning to achieve optimum balances of needs or demands.
- (h) Advise and supervise supply chain management function within the Service.



- (i) Advice on contracts and other service procurement processes to ensure value for money for the Service.
- (j) Approve, under the guidance of the Inspector General, various expenditures and other administrative concerns using relevant procedures and systems within NPS.
- (k) Prepare annual, short-term, medium and long-term budgets for the services.
- (l) Fundraise for resources from development partners including Public Private Partnership Programmes.
- (m) Act as the NPS representative at the Ministerial Tender Committee meetings.
- (n) Any other duties as may be assigned by the Inspector General from time to time to improve service delivery.

**D. Directorate of Logistics:**

- (a) Oversee the functions of logistics and coordination of transport issues.
- (b) Strengthen linkage with stakeholders through various networking and collaborative mechanisms.
- (c) Facilitate prudent and proper management of financial resources in accordance with the laid down financial and procurement procedures in liaison with the Inspector General.
- (d) Liaison with National Treasury and other government agencies on financial matters.
- (e) Ensuring resources appropriation based on clear budgets and priorities and ensuring strict adherence to the budgets.
- (f) Co-ordination and preparation of policies, plans and works for entire police service.

- (g) Preparation and submission of annual procurement work plan.
- (h) Repairing and maintaining police infrastructure and support facilities.
- (i) Provision of general stores.
- (j) Liaison with Police Formations, regions and counties on procurement, replacement modification of systems, equipment and plants.
- (k) Coordination and publication of all police stationeries, manuals and pamphlets.
- (l) Provision of kitting of all officers to laid down scales.
- (m) Collection and storage of data of all police logistical requirements.
- (n) Coordinating with Chief Service Armourer, Chief Transport Officer, Chief Communication Officer, procurement sections and government ministries to ensure that items needed in the field are readily available.
- (o) Management of the movement and storage of logistical materials.
- (p) Planning, implementing and controlling the efficient flow of goods and services.
- (q) Ensuring availability of goods and services requisitioned for and ensuring high levels of customer service and satisfaction.

#### **E. Directorate of Training:**

- (a) Coordination of management training, in-service training, on-the-job training, coaching and mentoring, external training, bonding requirements and tracking of training impact.
- (b) Establishment of liaison and linkages with other stakeholders for staff development, especially development partners, institutions of higher learning and other relevant partners at the local, regional and international levels.

- (c) Designing and developing relevant training programmes for various categories of staff.
- (d) Development of relevant curricula and syllabi to support capacity building of staff.
- (e) Ensure continual review of curriculum and delivery method in response to the changing needs.
- (f) Establish training needs from legislation, regulation and policy.
- (g) Undertaking trainer development programmes and coach others involved in training efforts, providing effective growth and development opportunities.
- (h) Supporting training institutions in development of training programmes and development of curricula including undertaking Training Needs Assessment to inform curricula and training materials.
- (i) Undertake regular training needs and training impact assessments to determine needs and values of training respectively.
- (j) Ensure continual review of curriculum and delivery method in response to the changing needs.

## **F. Directorate of Reforms and Research:**

- (a) Establish an effective and efficient administrative structure for reforms implementation in the National Police Service.
- (b) Coordinate implementation of policies and strategies to address gaps in police service relating to Corruption and Integrity, Human rights, County Policing and Community Policing and Gender mainstreaming.
- (c) Provide Inter-institutional Partnership and linkages with relevant government institutions, and Non-governmental organisations.

- (d) Act as the focal point on the international cooperation and benchmarking on best practices for the National Police service.
- (e) Provide leadership on Research and Development aimed at feeding the transformation process in the National Police Service.
- (f) Ensure effective Monitoring and Evaluation of all programmes and projects relating to police reforms.

**G. Directorate of Corporate Communication Diplomacy or Liaison:**

- (a) Implementation of the NPS Communication Strategy to advance the Mission and Vision of the service.
- (b) Coordination of advertisements, commercials and media coverage of NPS functions and activities.
- (c) Organising of advocacy programs on Print (Newspapers) and electronic (TV and radio) and Social media.
- (d) Determining the content and coordination of information updates for the NPS Website.
- (e) Receiving and responding to general and specific inquiries from the media and members of the public.
- (f) Coordination of the production of the NPS documentaries, magazines and newsletters.
- (g) Preparation of press statements or releases and media briefings.
- (h) Development of NPS media and communications resources.

**H. Directorate Air-Wing:**

- (a) Air transport of police and government officials to and from inaccessible areas.
- (b) Search and rescue.

- (c) Casualty evacuation.
- (d) Assistance to victims of natural or human made disasters.
- (e) Aerial terrorism flights.
- (f) Anti-terrorism flights.
- (g) Crime prevention.
- (h) Air patrols.
- (i) (Anti-poaching (assistance of KWS)).
- (j) Distribution of supplies to operation camps (rations, general supplies and security equipment).
- (k) Crowd dispersal and traffic control.
- (l) Cordon search and aerial photography.
- (m) Transportation of VIPs.

#### **I. Directorate of the National Police Reserve:**

- (a) Recruitment of NPR personnel.
- (b) Firearms issuance and audit.
- (c) Kitting of the NPR personnel.
- (d) Training of the NPR.
- (e) Payment of allowances and remuneration.
- (f) Deployment of the NPR throughout the Republic of Kenya.
- (g) Monitoring of the National Police Reservists.
- (h) Assist the KPS and APS in their respective mandates.

### 6.2.3: The Kenya Police Service

The Kenya Police Service is operationally organised into different Formations and Units that enable it to perform its functions and implement their mandate as outlined in section 24 of the NPS Act, 2011. The formations and Units are as listed in Table 12 below.

**Table 12:** *KPS Formations and Units*

S/No	Formations or Units	S/No	Formations or Units
1	Kenya Police Service Headquarters	8	Regional General duty Police Formations; County Police Command, Sub County Police Command, Ward and Locations)
2	General Service Unit	9	Diplomatic Police Unit
3	Traffic Police Unit	10	K9 Unit
4	Tourist Police Unit	11	Presidential Escort Unit
5	Railway Police Unit	12	Marine Police Unit
6	NPC – Kiganjo Campus	13	Kenya Airports Police Unit – KAPU
7	National Police Senior Staff College – Loresho Campus		

### 6.2.4: The Administration Police Service

The Administration Police Service is operationally organised into different Formations and Units that enable it to perform its functions and implement its mandate as outlined in section 27 of the NPS Act, 2011. The formations and Units are as listed in Table 13 below.

**Table 13: APS Formations and Units**

S/No	Formations or Units	S/No	Formations or Units
1	APS Headquarters	6	Border Police Unit – BPU
2	Critical Infrastructure Protection Unit – CIPU/SGB	7	Rapid Deployment Unit – RDU
3	National Police Service Embakasi A Campus	8	National Police Service Senior Staff College – Emali
4	National Police Service – Border Police Training Campus	9	Administration Police Leadership and Sports Centre – Meru
5	Anti–Stock Theft Unit		

### 6.2.5: The Directorate of Criminal Investigations

The Directorate of Criminal Investigations is operationally organised into different Formations and Units that enable it to perform its functions and implement its mandate as outlined in section 35 of the NPS Act, 2011. The formations and Units are as listed in Table 14 below.

**Table 14: DCI Formations and Units**

S/No	Formations or Units	S/No	Formations or Units
1	DCI Headquarters	7	Criminal Intelligence Bureau
2	NPS – Criminal Investigations Academy	8	Anti–Terrorism Police Unit – ATPU
3	National Central Bureau (Interpol)	9	Forensics Unit
4	Anti–Narcotics Unit	10	Investigations Bureau
5	DCI Field police formations(Region, County and Sub County)	11	DCI operations



6	Regional Counter-Terrorism Centre of Excellence	12	Crime Research and Intelligence Bureau
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## 6.2.6: Internal Affairs Unit

The Internal Affairs Unit is established under Section 87 of the National Police Service Act, 2011. It is headed by a Director whose functions are as outlined below:

- Provide general oversight of the Internal Affairs Unit;
- Policy making, dissemination of information and advocacy.
- Oversee complaint management system;
- Oversee continuous and comprehensive evaluation on professional standards in the NPS, recommend and implement mechanisms to improve services;
- Carry out quality and competence assurance in the Unit;
- Liaise with external bodies and stakeholders;
- Act as a spokesperson for the Unit; and,
- Any other duties as may be assigned by the Inspector General.

The following are the sections under IAU:

**Table 15:** *IAU Sections*

SN	Sections	SN	Sections
1.	Operations	4.	Investigations
2	Human Capital management	5.	Legal Services
3.	Logistics	6.	Research

## 6.3: Strategic Objective Delivery

The Inspector General's Office, the respective Services, Directorate, Formations, Units and Components will be responsible for the delivery of the identified strategic objectives, strategies and activities as illustrated in Table 16. They are expected to complement each other and build synergy towards a common goal of achieving the targeted outputs and outcomes.

**Table 16:** *Responsibility for Strategic Objectives Implementation*

Strategies	Key Activities	Lead Actor(s)
Strategic Objectives 1. To Enhance logistical, operational and Investigative capacity		
Modernise the Police Service	(i) Analyze status of modernisation to date to identify gaps and projections.	IG
	(ii) Increase CCTV coverage in Nairobi and Mombasa and their metropolis.	IG
	(iii) Installation of CCTV in Kisumu, Eldoret Nakuru and environs.	IG
	(iv) Improve communication in North Eastern Kenya.	DIGs, DCI
	(v) Equip the NPS forensic Laboratory.	DCI

Strategies	Key Activities	Lead Actor(s)
	(vi) Develop an automated performance and knowledge management system.	IG
	(vii) Acquisition of assorted security equipment and kitting.	IG
	(viii) Construction of NPS Referral Hospital.	IG
	(ix) Upgrade the NPS DCI Academy into a regional centre of excellence on criminal Investigations.	IG, DCI
	(x) Upgrade the National Police Service Border Training Campus to a Regional Centre.	IG, APS
	(xi) Upgrade police communication systems in operational areas.	DIGs, DCI
	(xii) Acquisition of assorted vehicles, motorcycles and speed boats.	IG
	(xiii) Document all existing and new land parcels under the unified custodianship of the IG.	IG
	(xiv) Develop model designs for all field offices to accommodate all Units and the officers.	IG
	(xv) Construction, refurbishment, equipping and upgrading of police stations, camps, posts, offices, stores and ware houses, armories, pump stations, social amenities and residential buildings.	IG, DIGs, DCI

Strategies	Key Activities	Lead Actor(s)
	(xvi) Enhance maritime policing through modernisation, capacity building, partnerships and increased funding.	IG, DIGs
	(xvii) Accelerate reforming of the National Police Service.	IG
	(xviii) Develop model police stations across the country.	IG, DIGs, DCI
	(xix) Increase access to police services through establishment of new police station and posts.	IG, DIGs, DCI
	(xx) Seek collaboration with the Kenya Wildlife Service and other Public Service Organisations to create a shared consolidated Air Wing.	IG
	(xxi) Capacitate the National Police Air wing.	IG
	(xxii) Installation of CCTV within police stations.	IG
	(xxiii) Increase access to Police services through establishment of new police stations or posts	IG, DIGs
Upgrade ICT systems and enhance digitisation	(i) Develop a centralised crime and criminal data base.	IG, DCI
	(ii) Develop a Case Management System.	IG, DIGs, DCI
	(iii) Develop a National Police Service Information System and accompanying ICT infrastructure.	IG

Strategies	Key Activities	Lead Actor(s)
	(iv) Enhance use of ICT particularly in areas of crime mapping, logistics, management, information analysis and transmission.	IG, DIGs, DCI
	(v) Automate most aspects of police operations to support; <ul style="list-style-type: none"> <li>• Sharing of information and other data; and,</li> <li>• Communication.</li> </ul>	IG, DIGs, DCI
	(vi) Adopt Protection technology to secure data and information.	IG, DIGs, DCI
	(vii) Integrated Complaints Management System.	IG, IAU
	(viii) Integrated Complaints Management System.	IG, IAU
Strengthen investigative capacity of NPS	(i) Develop a criminal investigations policy.	IG, DIGs, DCI
	(ii) Operationalise criminal investigative guidelines.	IG, DIGs, DCI
	(iii) Recruit more investigators and forensic experts.	OIG, NPSC, DCI,IAU
	(iv) Train adequate officers on forensic analysis.	IG, DCI,IAU
	(v) Equip the forensic laboratory	IG, DCI
Strengthen Community Policing programme	(i) Streamline community policing.	IG, DIGs, DCI

Strategies	Key Activities	Lead Actor(s)
	(ii) Integrate Community Policing in police operations planning.	DIGs, DCI
	(iii) Train and appoint committee members of Community policing.	DIGs
	(iv) Facilitate members of the community policing committees to undertake their roles.	IG, DIGs
	(v) Complete and roll out NPS Intelligence Model.	IG, DIGs, DCI
	(vi) Formalise vetting of the community policing members.	DIGs, DCI
	(vii) Operationalise the County Policing Authorities in all the 47 Counties.	IG
Create linkages with strategic partners and states Police Agencies	(i) Integrate multi-sectorial approach in dealing with crimes.	IG, DIGs, DCI,IAU
	(ii) Enter into MOUs and MOAs with strategic partners and International Police Agencies.	IG, DIGs, DCI, IAU
	(iii) Centralise documentation of the partnerships at the IG's office.	IG
<b>Strategic Objective 2. To Build Capacity to Combat High Impact and Emerging Crimes and Tackle Negative External Influence on NPS</b>		
Improve operational capacity to combat high impact crimes and security challenges	(i) Training and capacity building.	IG, DIGs, DCI,D or IAU
	(ii) Training Exchange programs.	
	(iii) Develop and distribute guidelines and policy to address each of the high impact crime.	

<b>Strategies</b>	<b>Key Activities</b>	<b>Lead Actor(s)</b>
Streamline operations of the National Police Service Reservists	(i) Recruitment, Training, kitting and tooling and deployment of more NPRs.	IG, DIGs, DCI
	(ii) Review the NPS–National Police Reservist (NPRs) Policy.	IG, DIG–KPS
Use partnership and cooperation to combat crime	(i) Cultivate deeper cooperation to access information and undertake counter– operations.	IG, DIGs, DCI
	(ii) Enhance multi–sectorial approach in dealing with organised or transnational crimes.	IG, DIGs, DCI
	(iii) Sustain border patrol and surveillance efforts.	IG, DIGs, DCI
	(iv) Promote peace building and coexistence amongst conflicting communities.	IG, DIGs, DCI
Positively change police image and standing in society	(i) Mainstream human, rights in police operations and planning.	DIGs, DCI
	(ii) Mainstream gender and inclusion in police operations.	
	(iii) Increase citizenry rights awareness and assertiveness on security issues.	IG, DIGs, DCI, IAU
	(iv) Upscale operationalisation of public relations framework and policy.	IG
	(v) Present robust and open account of police activities to the media and public.	IG, DIGs, DCI, IAU



Strategies	Key Activities	Lead Actor(s)
	(vi) Organise for regular consultative meetings with external stakeholders.	IG, DIGs, DCI
	(vii) Organise open forums to improve police image among members of the public.	IG, DIGs, DCI,IAU
<b>Strategic Objective 3: To Reorganise the Structure and Command of the NPS for efficient and effective administration of the Service</b>		
Build capacity for organisational change	(i) Build leadership capacity for organisational change.	IG, DIGs, DCI
	(ii) Create opportunities for regular consultations with stakeholders e.g. NPS IGs Conference, Disciplined Services Prayer Day.	IG DIGs DCI
	(iii) Define and strengthen command and administrative structures.	IG, DIGs, DCI
	(iv) Roll out the Restructuring NPS Policy framework; <ul style="list-style-type: none"> <li>• Introduce new general duty police uniform and kitting;</li> <li>• Reorganise and harmonise NPS structures;</li> <li>• Deployment of personnel, estates and equipment;</li> <li>• Review of operational policies, regulations and guidelines; and,</li> <li>• Organise refresher training for all General Duty Police.</li> </ul>	IG, DIGs, DCI

Strategies	Key Activities	Lead Actor(s)
	(v) Create a clear reporting function on security incidences from the lowest level to the top.	IG, DIGs, DCI
	(vi) Sensitisation of staff on the restructuring.	IG
Restructure NPS into a seamless operational entity with distinct functions for KPS,APS and DCI	(i) Initiate amendment of the legislation to address the command, functions and structure of NPS.	IG, DIGs, DCI
	(ii) Clarify and clearly demarcate functions between the services to remove overlaps and duplications.	IG, DIGs, DCI
	(iii) Integrate and synergise the determined numbers of KPS, APS Officers under the general duty Police.	IG
	(iv) Integrate and harmonise training curricula for all police services.	IG, DIGs, DCI
	(v) Re-brand National Police Service Training Institutions facilities.	IG, DIGs, DCI
	(vi) Define and harmonise the roles and functions of regional, county, sub-county, camps, stations and posts.	IG, DIGs, DCI
	(vii) Conduct participatory sensitization on command restructuring internally and externally.	IG, DIGs, DCI

Strategies	Key Activities	Lead Actor(s)
	(viii) Assign distinct clear roles and functions of DIGs and DCI.	IG
	(ix) Initiate amendment of the legislation to address the command, functions and structure of NPS.	IG
	(x) Implementation of police station modernisation programme.	IG
	(xi) Integrate and merge all posts, camps and patrol bases to be under one police station area of jurisdiction.	IG
<b>Strategic Objective 4: To Enhance Resource Mobilisation for the National Police Service</b>		
Enhance resource mobilisation for NPS	(i) Strengthen senior management participation in bidding for more resources during the budgetary process.	IG, DIGs, DCI,IAU
	(ii) Develop sound proposal or business cases for extra resources from government and partners.	IG, DIGs, DCI,IAU
	(iii) Fundraise through development partners, loans and grants.	IG, DIGs, DCI
	(iv) Enhance resource access and availability to commanders in the regions, counties, sub counties and police stations.	IG, DIGs, DCI
	(v) Develop and implement a resources mobilisation policy.	IG

Strategies	Key Activities	Lead Actor(s)
	(vi) Upscale Public Private Partnerships.	IG
	(vii) Enhance advocacy skills for NPS resource mobilisation.	IG,
	(viii) Enhance resource access and availability to Commanders in the Regions, Counties, Sub Counties and Police Stations.	IG, DIGs, DCI, IAU,
<b>Strategic Objective 5: To improve institutional and technical capacity of the NPS to deliver accountable efficient, accessible and professional Policing services</b>		
Improve accountability in the National Police Service	(i) Streamline relationship structures between IPOA, Ombudsman IAU and NPS for the benefit of the members of the public.	IG, IAU
	(ii) Educate officers and members of the public on the importance of accountability.	IG, DIGs, DCI
	(iii) Bid for budgets to fund the IAU.	IG
	(iv) Enhance capacity of IAU by: <ul style="list-style-type: none"> <li>• Decentralise IAU to counties;</li> <li>• Procurement of Communication equipment;</li> <li>• Increase Human Resource capacity;</li> <li>• Integrated complaints management system;</li> <li>• Capacity building – training on Intelligence led investigations;</li> </ul>	IG, D or IAU

Strategies	Key Activities	Lead Actor(s)
	<ul style="list-style-type: none"> <li>• Survey on impact of IAU;</li> <li>• Logistics – transport; and,</li> <li>• Communication strategy.</li> </ul>	
Ensure implementation of the Strategic Plan	Ensure implementation of this Strategic Plan by: <ol style="list-style-type: none"> <li>(i) Creating awareness to all staff on the plan.</li> <li>(ii) Motivating staff.</li> <li>(iii) Communicating benefits of implementing Strategic plan.</li> <li>(iv) Examining and re-focus resources to this strategy plan.</li> <li>(v) Developing and review annual plans in adherence to this strategic plan.</li> <li>(vi) Monitoring and evaluation of the Strategic Plan implementation.</li> <li>(vii) Highlighting achievements and gains and recognise achievers.</li> </ol>	IG, DIGs, DCI
<b>Strategic Objective 6: To Improve Staff Welfare, Relations and Development for Increased Productivity</b>		
Improve staff recruitment	<ol style="list-style-type: none"> <li>(i) Recruit Police Officers to meet increasing policing demand.</li> <li>(ii) Determine number of specialised technical staff requirement.</li> </ol>	OIG, NPSC
	<ol style="list-style-type: none"> <li>(iii) Initiate HR survey to identify reasons for high staff turnover.</li> </ol>	OIG, NPSC

Strategies	Key Activities	Lead Actor(s)
Strengthen Police control and discipline	(i) Print and distribute additional Service Standing Orders.	IG
	(ii) Print and Distribute additional the Standard Operating Procedure	IG
	(iii) Develop and distribute Operational Manual.	IG
	(iv) Develop new and review existing paralegal documents.	IG, DIGs, DCI
Improve officers competencies and suitability	(i) Finalise and roll out the NPS Training Policy.	OIG, NPSC
	(ii) Expansion and modernisation of existing colleges.	IG
	(iii) Establish the National Police Service Academy and expand existing colleges.	IG
	(iv) Undertake benchmarking for specific skills acquisition.	IG, DIGs, DCI
	(v) Increase uptake in universities where collaboration for tailor made academic and research programmes have been agreed on.	IG, DIGs, DCI
	(vi) Undertake Training Needs Assessment for all officers and instructors, including skills audit and suitability.	IG, DIGs, DCI

Strategies	Key Activities	Lead Actor(s)
	(vii) Continuous instructors' improvement programmes to implement the new training curriculum.	IG, DIGs, DCI
	(viii) Develop Quality Assurance standards.	IG
	(ix) Appoint and Operational the National Police Service Examination Board.	IG
	(x) Develop operational guideline for NPS Examination Board.	IG
	(xi) Implement the career progression guidelines.	OIG, NPSC
Improve terms and conditions of employment	(i) Finalise and roll out the NPS Housing Policy.	OIG, NPSC
	(ii) Payment of flat rate house allowance to police officers as per their respective ranks.	OIG, NPSC
	(iii) Initiate payment of commuter or fuel allowances for officers.	OIG, NPSC
	(iv) Develop better terms and conditions of service for specialised personnel in conformity with professional policy regulation.	OIG, NPSC
	(v) Finalise and roll out the NPS Chaplaincy Policy.	OIG, NPSC
	(vi) Finalise and roll out the NPS Counselling Policy.	OIG, NPSC

Strategies	Key Activities	Lead Actor(s)
	(vii) Finalise and roll out the NPS Welfare Policy.	OIG, NPSC
	(viii) Develop the NPS Workplace Safety Policy.	OIG, NPSC
Influence positive change of Police culture, attitude and productivity	(i) Appeal to mind and hearts of officers through team building activities.	IG, DIGs, DCI
	(ii) Establish discreet channels for regular feedback from staff on operational and administrative issues.	IG, DIGs, DCI
	(iii) Management of resistance to implementation of restructuring policy framework.	IG, DIGs, DCI
	(iv) Promote continuous communication and public engagement.	OIG, NPSC
	(v) Appoint a team of Officers to drive transformation paradigm change programmes.	OIG, NPSC
	(vi) Finalise and roll out NPS policy on conflict of interest.	IG
	(vii) Finalise and roll out guidelines on engagement in trade and business.	OIG, NPSC
	(viii) Develop NPS operational doctrine.	IG, DIGs, DCI
	(ix) Publicise police achievements.	IG, DIGs, DCI



Strategies	Key Activities	Lead Actor(s)
Strategic Objective 7: To Facilitate and Coordinate Development and Implementation of Policies, Regulations and Guidelines Affecting NPS		
Strengthen legislative capacity of NPS	(i) Scan all new laws or legislations for any changes within legal framework that impact the police service.	IG, DIGs, DCI, D or IAU
	(ii) Propose legislative amendments, new laws and or or merging of law to help deal with administrative issues and crimes issues.	IG, DIGs, DCI, D or IAU
	(iii) Scan and implement International security instruments and provisions which Kenya is a signatory to.	IG
	(iv) Strengthen the legal unit to deal with legal matters and ligations against police actions.	IG, DIGs, DCI
	(v) Rename the “National Police Service” to “Kenya National Police Service.”	IG

## 6.4: Staffing Levels

The Police to population ratio stands at 1:444 and is projected to improve to 1:403 by 2022. The National Police Service will continue to grow and expand its human resource capacity through recruitment, training and development to meet its operational needs and ensure service delivery countrywide. It will also continue to reform the service through regulatory and systemic transformation so as to attract and retain qualified, competent and well-motivated staff.

The current strength of the NPS uniformed human capital is 106,837 and is projected to increase to 126,392 by 2022. The NPS has an authorised establishment of 11,744 of civilian staff. However, only 2,358 are in-post leaving a variance of 9,426.

## 6.5: Funding of the Plan

The planned programmes will be funded through the following three main ways:

- (a) Budgetary provision by the Government;
- (b) Support from development partners; and,
- (c) Public Private Partnership.

## 6.6: Financial requirement to finance the Plan

Implementation of this strategic plan will depend on resource mobilisation in terms of funds, human resource and technology. Table 17 below shows the projected medium term (5 years) budgetary framework which provides Kshs 536.7 billion to the National Police Service over the five year period.

**Table 17.** Five Years MTEF Budgetary Projection

(Kshs. Million)												
	Recurrent						Development					
	2018 or 2019	2019 or 2020	2020 or 2021	2021 or 2022	2022 or 2023	TOTAL	2018 or 2019	2019 or 2020	2020 or 2021	2021 or 2022	2022 or 2023	TOTAL
IGs Off.	6,764	7,312	6,894	7,501	7,876	36,347	8,288	2,500	7,596	7,625	8,083	34,092
KPS	33,427	37,660	39,409	40,464	42,487	193,447	583	393	543	623	663	3,621
APS	30,458	35,713	37,729	38,333	40,250	182,483	267	163	322	327	346	1,425
DCI	5,947	6,758	6,866	7,145	7,502	34,218	496	346	521	563	593	2,519
GSU	8,542	9,378	9,589	9,780	10,269	47,558	210	123	237	221	230	1,021
<b>Total</b>	<b>85,138</b>	<b>96,821</b>	<b>100,487</b>	<b>103,223</b>	<b>108,384</b>	<b>494,053</b>	<b>9,844</b>	<b>3,525</b>	<b>9,719</b>	<b>9,359</b>	<b>9,913</b>	<b>42,678</b>
Five years Recurrent and Development Grand Total						<b>536,730</b>						



*A Policeman on duty*

## **6.7: Projected Resource Requirement**

From the Implementation Matrix in Appendix 2, funds required for achievement of the seven (7) identified objectives over a period of five years is approximately Kshs. 377.6 billion as summarised in Table 18 below.

**Table 18: Projected Resource Requirement**

Objective	Strategic Objectives	Plan Implementation Cost In Kshs. Millions							Total
		2018 or 2019	2019 or 2020	2020 or 2021	2021 or 2022	2022 or 2023	2023	or 2024	
Objective 1	To enhance logistical, operational and investigative capacity of NPS.	38,404	47,975	44,321	42,826	40,856		214,382	
Objective 2	To build capacity to combat high impact and emerging crimes and tackle negative external influence on NPS.	2,766	3,060	3,027	2,887	2,807		14,547	
Objective 3	To reorganise the structure and command of the NPS operations for efficient and effective administration of the service.	3,069	2,764	1,594	594	594		8,640	
Objective 4	To enhance resource mobilisation capacity of the National Police Service	23	138	128	138	138		545	
Objective 5	To improve institutional and technical capacity of the NPS to deliver accountable, efficient, accessible and professional policing service.	220	255	250	250	260		1,235	
Objective 6	To improve staff welfare, relations and development for increased productivity	28,581	27,628	27,558	27,058	27,156		137,974	
Objective 7	To facilitate and coordinate development of policies, regulations and guidelines affecting NPS	30	40	70	70	70		280	
	<b>TOTAL</b>	<b>73,093</b>	<b>81,860</b>	<b>76,948</b>	<b>73,823</b>	<b>71,881</b>		<b>377,603</b>	

## 6.8: Financing feasibility of the proposed programmes

Given that the budgetary projection for NPS is Kshs 536.7 billion as shown in Table 17 and the projected funding required to actualise the strategies is Kshs. 377.6 billion as shown in tables 18 above; the planned programmes are well within our projected budget.



*Crowd Control Exercise.*





*Staff of Internal Affairs Unit of NPS with the Inspector General*

# CHAPTER 7: MONITORING, EVALUATION AND REPORTING

## 7.1: Background

Monitoring, Evaluation and Reporting is a critical component for the successful implementation of this Strategic Plan. It is through M&E and Reporting that the management will be able to make evidence-based decisions and gauge the extent of achievement of intended results.

Monitoring and Evaluation (M&E) is essential in tracking inputs, activities, processes, outputs and ultimate outcomes of the strategic plan. This process ensures prudent use of resources as planned within the implementation matrix projections, annual work plans and MTEF, and ensure timely implementation of activities to realise the stated objectives.

Programmes and project performance will be continuously monitored to ensure that the intended activities are undertaken to meet identified objectives and targets. The evaluation will be carried out using relevance, efficiency, effectiveness, sustainability and impact as measures. Mid-term and end-term review will be carried out.

## 7.2: Data Collection and Analysis

Proof of performance will be established through data collected from secondary sources, field visits, community feedback, rapid assessment, surveys, investigations and even media. Output data will also be collected through quarterly meetings, programmes and annual reports. Outcome indicators will be generated through periodic evaluation, mid-term evaluation, end-term evaluation and surveys. Collected data will be collated, analyzed and presented to stakeholders for feedback and to service delivery points to trigger and induce improvement in performance.

### **7.3: Reporting Mechanisms**

The Inspector General of NPS will:

- (i) Monitor the implementation of the Strategic Plan by holding regular and quarterly review meetings;
- (ii) Receive progress reports from the Heads of Services and Directorates and all heads of Formations and Units;
- (iii) Sign annual performance contracts with the Cabinet Secretary, Ministry of Interior and Coordination of National Government and cascade the same to the Service;
- (iv) Carry out a review of the annual work plan, execution of the performance contract targets and annual evaluation on the implementation of the Strategic Plan;
- (v) Prepare annual reports to the NPSC, Cabinet Secretary Ministry of Interior and Coordination of National Government and Parliament; and,
- (vi) Ensure effective sharing of information with stakeholders and the public using websites, media appearances and other medium of communication.

### **7.4: Dissemination of MandE Reports**

The purpose of monitoring, evaluation and reporting is to determine progress and impacts and direct decisions on programmes management and policy making at the various stages of implementation. To achieve this, MandE reports will be widely disseminated through meetings, workshops, retreats and seminars for reviews of findings and adoption of recommendations. The reports will also be disseminated through other print and electronic media such as newsletters, emails and press conferences. In addition, NPS will be expected to provide reports on National Indicators to the Monitoring and Evaluation Directorate through the National Integrated Monitoring and Evaluation System (NIMES).



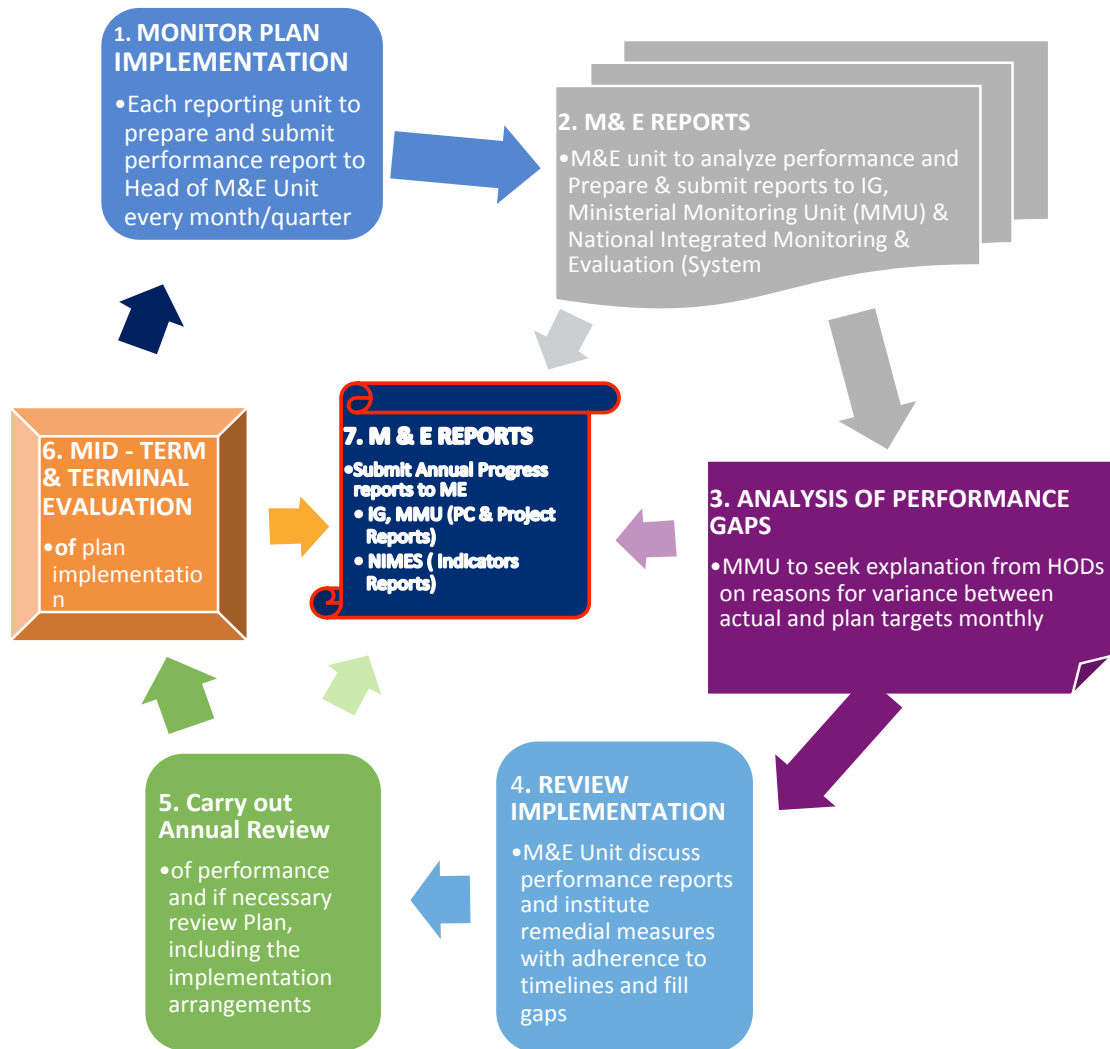
## 7.5: Linkages to Performance Management

In order to measure the level of performance and put the necessary measures for continued improvement on service delivery, the NPS will utilise the internal tools available to it including the service charter, performance contracts, annual work plans, performance appraisal systems and planned and impromptu field visits.

The tools are as follows:

- (i) **Service Delivery Charter:** The NPS offers a range of services and the way to obtain them will be publicised and communicated to the members of the public. The charter will be cascaded up to the lowest level and further involve the engagement of the communities through the local leaders and community forums in setting out the priorities for the communities and getting feedback.
- (ii) **Performance Contracts:** Performance contracting in the NPS will be cascaded to the lower commands, the individual directorate heads, and County, Sub-County and Unit Commanders'. Annual Operational Plans and Performance Appraisal Instruments will be used to assess individual performance of the officers.
- (iii) **Annual Work Plans:** This will be cascaded from the top to the lowest levels. Performance targets and their achievement shall be recorded in quarterly and annual reports. The performance shall be assessed and measured through the performance appraisal system for each officer.
- (iv) **Performance Appraisal System:** This will be linked to the performance targets in measuring the achievement level and will be applied as the basis for reward of excellent performance and identifying measures to correct poor performance.

## 7.6: Monitoring and Evaluation Logical Framework



## 7.7: Indicators for National Monitoring

During this plan period, NPS will seek to monitor the following five (5) National indicators:

- (i) Police : population ratio.

- (ii) Annual crime rate.
- (iii) Crime scene response.
- (iv) The National Police Referral Hospital.
- (v) CCTV coverage in Nairobi, Mombasa, Kisumu, Nakuru, Eldoret and their environs.

## **7.8: Monitoring Indicators for National Police Service**

The National Police Service will monitor the following indicators:

- (i) Equip the National Forensic Laboratory.
- (ii) Acquisition of assorted vehicles, motorcycles and boats.
- (iii) Develop model police stations across the country.
- (iv) Improve police communication in North Eastern Kenya and other operational areas.
- (v) Develop a centralised crime and criminals database.
- (vi) Develop a case management system.
- (vii) Develop a national computer system and accompanying ICT Infrastructure.
- (viii) Streamline community policing.
- (ix) Integrate multi-sectorial approach in dealing with crimes.
- (x) Recruitment, training, kitting and tooling and deployment of more NPRs.
- (xi) Sustain border patrol and surveillance efforts.
- (xii) Increased citizenry rights awareness and assertiveness on security issues.
- (xiii) Redefine and strengthen command and administration structure of NPS.
- (xiv) Clarify and clearly demarcate functions between services to remove overlaps and duplications.

- (xv) Upscale the Public Private Partnerships.
- (xvi) Source for more land from National Government, Counties, Communities and Partners.
- (xvii) Ensure titling of all unregistered National Police Service land parcels.
- (xviii) Recruitment of police officers and civilian staff to meet the changing policing demands.
- (xix) Expansion and modernisation of existing police colleges.
- (xx) Develop NPS Operational Doctrine.
- (xxi) Propose legislative amendments, new laws and/ or merging of laws to help deal with administrative issues and emerging crimes/issues.
- (xxii) Strengthen a strong legal unit to deal with legal matters and litigations against police actions.
- (xxiii) Rename the “National Police Service” to “Kenya National Police Service”.

## **7.9: Revamping the Monitoring and Evaluation Department**

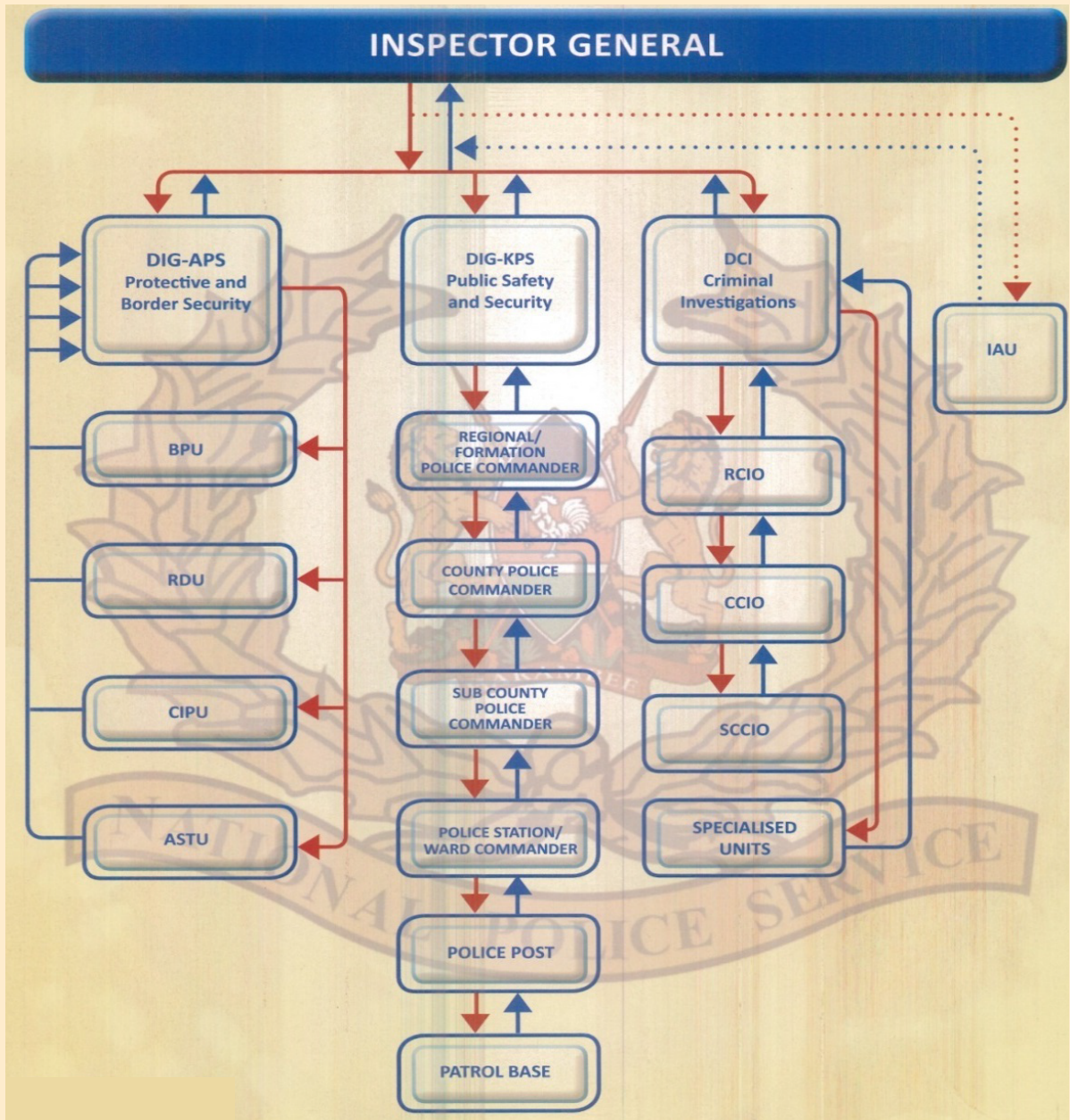
The Office of the Inspector General will establish and revamp the Monitoring and Evaluation Unit in the Planning Directorate by facilitating it with adequate staff and resources to enable it plan and undertake regular, quarterly and annual Monitoring exercises and Mid – Term and End – Term Evaluation. In addition, the National Police Service will appoint Strategic Objectives Champions at a higher level of management for each strategic objective to be solely responsible for the reviewing and implementation progress.



*The Inspector General of Police with the Nairobi County Governor (Centre) watering a plant*



# Appendix 1: The NPS Organisation Structures



# Appendix 2: NPS Strategic Plan 2018–2022 Implementation Matrixes

Objective 1: To enhance logistical, operational and investigative capacity

Strategies	Activities	Actor(s)	Indicators	Output Targets	Time Frame	Expected Budget (Kshs. Millions)				
						TOTAL	2018/2019	2019/2020	2020/2021	2021/2022
Enhance logistical and operational capacity	Analyze status of modernisation to date to identify gaps and projections.	IG	No. of report.	1	1 year	3	3	—	—	—
	Increase CCTV coverage in Nairobi and Mombasa and their metropolises.	IG, D/IC3	No. of CCTV cameras.	3,000	5 years	5,000	1,000	1,000	1,000	1,000
	Installation of CCTV in Kisumu, Eldoret and Nakuru and environs.	IG, D/IC3	No. of cameras installed.	5,000	5 years	10,000	2,000	2,000	2,000	2,000
	Improve police communication in North Eastern Kenya and other operational areas.	IG, D/ Communication	A secure system with up to 100% coverage.	1	5 years	2,500	1,000	1,000	200	200
	Equip the NPS forensic laboratory.	DCI, D/Forensics	A functional forensic lab.	1	3 years	8,000	1,600	1,600	1,600	1,600
	Develop an automated performance and knowledge management system.	IG	An automated performance and knowledge management system developed.	1	5 years	200	50	80	50	10
	Acquisition of assorted security equipment and kitting.	IG, D/APF	% level of targeted assorted equipment procured.	100%	5 years	50,985	9,569	10,354	10,354	10,354
	Construction and equipping of a NPS referral hospital.	IG, D/APF	A NPS referral hospital constructed.	1	5 years	20,000	4,000	4,000	4,000	4,000
	Upgrade the NPS DCI Academy into a regional centre of excellence on criminal investigations.	IG, DCI	% level of completion of the upgrade.	100%	5 years	3,000	—	2000	1000	—
	Upgrade the NPS Border Police Training Campus to a regional centre of excellence on Counter terrorism.	IG, DIGs, DCI	% level of completion of the upgrade.	100%	4 years	5,000	—	2000	1000	1000
	Upgrade of Police Communication system.	IG, D/COMs	No. of communication systems installed.	47	5 years	1,200	300	400	200	200
	Acquisition of assorted vehicles, motorcycles and boats.	IG, D/APF	No. of vehicles.	6,000	5 years	42,000	8,400	8,400	8,400	8,400
			No. of motor cycles.	1,500	5 years	2,000	400	400	400	400
			No. of boats for Border Police Unit.	20	5 years	1,000	200	200	200	200
	Document all existing and new land parcels under the unified custodianship of the IG.	IG, DIGs, DCI, D/APF D/ Legal Affairs	% of titled parcels of land.	100%	5 years	500	100	100	100	100
Develop model designs for all field offices to accommodate all Units and the officers.	IG, DIGs, DCI, D/APF	Model Designs Developed (For Station, Sub-county, County, Regions, units and formations).	6 designs	1 year	100	—	100	—	—	
Construction, refurbishment, equipping and upgrading of police stations, camps, posts, offices, stores and warehouses, armories, pump stations, social amenities and residential building.	IG, DIGs	No. of construction projects.	1,000	5 years	8,000	1,600	1,600	1,600	1,600	
	DCI	No. of refurbished projects.	1,000	5 years	10,000	2,000	2,000	2,000	2,000	
	D/APF									
Construction of administrative block and classes for CIPU and BPU Hqs.	IG, DIGs	No. admin blocks.	2	3 years	300	—	150	150	—	
		No. of Classes.	20	5 years	300	—	150	150	—	



**Objective 1: To enhance logistical, operational and investigative capacity**

Strategies	Activities	Actor(s)	Indicators	Output Targets	Time Frame	Expected Budget (Kshs. Millions)					
						TOTAL	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023
	Enhance maritime policing through modernisation and capacity building.	IG	No. of assorted boats	51	5 years	2,000	400	400	400	400	400
		DIGs	No. of staff trained	180	5 years	200	—	100	50	50	
	Quality control, monitoring and evaluation of reform of the NPS.	Commandant Maritime, BPU	% of staff establishment achieved.	100%	5 years	200	—	100	50	50	
		IG	No of status reports developed .	20 reports	5 years	250	50	50	50	50	50
	Construct model police station in every county.	D/Reforms									
		IG	No. of model police stations.	47	5 years	7,000	—	2,000	2,000	2,000	1,000
	Enhance collaboration with the Kenya Wildlife Service and other agencies to create a shared consolidated air-wing.	DIG/NPS									
		IG	% level of collaboration.	100%	5 years	500	100	100	100	100	100
	Capacitate the National Police Service Air wing.	D/NPS Airwing									
		IG	No. of aircrafts acquired/rebuilt (6 fixed wing twin engine, 4 MI-17 helicopters).	10	5 years	10,000	2,000	2,000	2,000	2,000	2,000
		D/NPS Airwing	No. of specialized Officers Recruited.	20	5 years	250	50	50	50	50	50
		D/NPS Airwing	No. of specialized Officers (pilots and engineers) Trained.	40	5 years	320	64	64	64	64	64
	Installation of CCTV within police stations.	D/NPS Airwing									
		IG	No. of hangars Refurbished.	1	5 years	200	40	40	40	40	40
IG		No. of Police Stations with CCTV.	498	5 years	500	—	200	100	100	100	
IG		No. of functional police posts and patrol bases established.	2,000	5 years	4,000	—	1000	1000	1000	1000	
DIGs		A NPS Information System.	1	3 years	1,000	—	250	250	250	250	
IG		A centralized crime and criminals information system.	1	3 years	1,000	—	250	250	250	250	
Develop a National Police Service information system and accompanying ICT Infrastructure.	D/Communic.										
	CCO-KPS	A Case Management System.	1	5 years	4,170	500	750	1,050	1,020	850	
	D/IC3	A collaboration system for the Regional Counterterrorism Center of Excellence.	1	4 years	3,000	1,000	1,000	500	500		
Enhance use of ICT particularly in areas of crime mapping, logistics, management, information analysis and transmission.	OC/Communic D/CRB-DCI										
	IG	% level of targeted ICT integration in operations.	100%	5 years	1000	200	200	200	200	200	
	DIGs										
		D/Operations									

**Objective 1: To enhance logistical, operational and investigative capacity**

Strategies	Activities	Actor(s)	Indicators	Output Targets	Time Frame	Expected Budget (Kshs. Millions)					
						TOTAL	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023
	Adopt Protection technology to secure data and information.	IG DIGs DCI ICTO	% of protection.	100%	5 years	200	40	40	40	40	40
	Develop, implement an Integrated complaints management system.	IG, IAU	An integrated complaint management system developed and integrated.	1	5 years	100	-	100	-	-	-
<b>Strengthen Investigative capacity of NPS</b>	Develop a criminal investigations policy.	IG DIGs DCI D/Legal	Policy developed.	1	1 year	5	-	5	-	-	-
	Operationalize criminal investigative guidelines.	IG DCI DIGs	Guidelines developed.	1	1 year	10	-	10	-	-	-
	Recruit more investigators and forensic experts.	IG DCI D/IAU NPSC	No. of officers recruited.	1000	5 years	5,500	1,100	1,100	1,100	1,100	1,100
	Train adequate officers on Forensic analysis.	DCI D/IAU	No. of officers trained.	200	2 years	300	100	100	100	-	-
	Seek accreditation of the National Forensic laboratory.	DCI	Accreditation.	1	2 years	40	-	10	10	10	10

Strategies	Activities	Actor(s)	Indicators	Output Targets	Time Frame	Expected Budget (Kshs. Millions)					
						TOTAL	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023
Strengthen Community Policing programme	Streamline Community Policing.	IG-D/Reforms DIGs DCI D/Operations D/Com. Policing	A policy . Implement the policy.	1 100%	1 year 5 years	4 250	- 50	4 50	- 50	- 50	- 50
	Integrate community policing in police operations planning.	IG-D/Reforms DIGs DCI D/Operations D/Com. Policing	No. of counties that have vetted committees.	47		470	94	94	94	94	94
<b>Objective 1: To enhance logistical, operational and investigative capacity</b>											
	Train and appoint community policing committee members.	IG-D/Reforms DIGs DCI D/Operations D/Com. Policing	% of committee members appointed and trained.	100%	5 years	235	47	47	47	47	47
	Facilitate members of the community policing committees to undertake their roles.	IG-D/Reforms DIGs DCI D/Operations D/Com. Policing	No. of committee members facilitated.	294	5 years	125	25	25	25	25	25
	Complete NPS intelligence model.	IG-D/Reforms DIGs DCI D/Operations D/Com. Policing	A model.	1	2 years	50	-	25	25	-	-
	Formalize vetting of the community policing members.	DIGs DCI Field commands D/Com. Policing	No. of vetted committee members.	294	1 year	50	50	-	-	-	-
	Operationalize the County Policing Authority in 47 counties.	IG-D/Reforms DIGs DCID/Operations D/Com. Policing	No. of CPAs in operation.	47	5 year	900	180	180	180	180	180

Create linkages with strategic partners and states police agencies in crimes	Integrate multi-sectoral approach in dealing with crimes.	IG DIGs Chief of NCB (Interpol) DCI D/IAU D/Extern. Linkages D/Legal	% level of targeted linkages.	100%	5years	300	60	60	60	60	Expected Budget (Kshs. Millions)				2022/ 2023			
											2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022				
<b>Objective 1: To enhance logistical, operational and investigative capacity</b>												<b>TOTAL</b>	<b>Time Frame</b>	<b>Output Targets</b>	<b>Indicators</b>	<b>Actor(s)</b>	<b>Activities</b>	<b>Strategies</b>
	Enter into MOUs and MOAs with strategic partners and international police agencies.	IG DIG DCI D/IAU D/legal D/corporate affairs	Level of linkages.	100%	5 years	160	32	32	32	32	32	32	32	32				
	Centralize documentation of the partnerships at the IG's office.	IG	A register of partnerships developed.	1	1 year	5	—	5	—	—	—	—	—	—				
<b>Sub-Total Objective 1</b>												<b>214,382</b>	<b>38,404</b>	<b>47,975</b>	<b>44,321</b>	<b>42,826</b>	<b>40,856</b>	

**Objective 2: To Build Capacity to Combat High Impact and Emerging Crimes and Tackle Negative External Influence on NPS**

Strategies	Key Activities	Actor(s)	Indicators	Output Targets	Time Frame	Expected Budget (Kshs. Millions)					
						Total	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Adopt Innovative crime management strategies	Leverage social platforms and media in mapping security threats and for early warning systems.	IG	Early warning mechanisms in place twitter, Face book and Police Emergency 999, 107 codes, 112 call.	3	5 years	6	2	1	1	1	1
		DIGs									
		DCI									
	Continuously map and monitor high risk areas through enhanced intelligence gathering and sharing.	D/Corporate Comm. Affairs	Early warning Monitors.	897	1 year	540	108	108	108	108	108
		D/operational Intelligence	Quarterly Reports.	20	5 years	5	1	1	1	1	1
			Guidelines handbook for Early Warning for field commanders.	1	1 year	3	3	-	-	-	-
	Form, train, equip and deploy specialized police teams/Units to deal with emerging crimes.	IG	No. monthly intelligence reports.	60	5 years	2000	400	400	400	400	400
		DIGs									
		DCI	% Zoning per Sub-counties.	100%	5 years	850	250	150	150	150	150
	Adapt technology in intelligence gathering.	D/Operational Intelligence									
CIB											
IG		% of targeted teams formed and trained.	100%	5 years	300	60	60	60	60	60	
Develop and implement a National Police Service intelligence model.	DIGs	% level of kiting for targeted teams.	100%	5 years	400	80	80	80	80	80	
	DCI										
	Unit /Formation Commandants	% of Operational ready teams.	100%	5 years	300	60	60	60	60	60	
Leverage on crime research and data in NPS work.		% level of technology adoption.	100%	5 years	500	100	100	100	100	100	
		. Training									
		. Equipment									
Develop and implement a National Police Service intelligence model.		. Operationalisation									
	IG	%level crime research reports recommendations adopted for utilized.	100%	5 years	150	-	50	20	30	50	
	IG	A NPS intelligence model.	1	2 years	200	-	100	100	-	-	

**Objective 2: To Build Capacity to Combat High Impact and Emerging Crimes and Tackle Negative External Influence on NPS**

Strategies	Key Activities	Actor(s)	Indicators	Output Targets	Time Frame	Total	Expected Budget (Kshs. Millions)				
							2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Improve operational capacity to Combat high impact crimes and security challenges	Training and capacity building.	IG	No. of officers trained on high impact crimes.	10,000	5years	500	100	100	100	100	100
		DIGs DCI D/IAU Unit /Formation Commandants	No. of training programmes mounted.	9	5years	100	20	20	20	20	20
	Training Exchange programs.	IG	No. of exchange programmes:	15	5 years	300	60	60	60	60	60
		DIGs DCI SOP Training D/Training	<ul style="list-style-type: none"> <li>-Investigations</li> <li>-Counter terrorism</li> <li>-Command</li> <li>-Law enforcement</li> <li>-Peace support</li> <li>-Human rights</li> <li>-Gender based violence</li> <li>-Election Monitoring &amp;Mgt etc.</li> </ul>								
	Develop and distribute guidelines and policy to address each of the high impact crime.	IG DIGs DCI D/Reforms D/Operation D/Legal D/Planning	<ul style="list-style-type: none"> <li>No. Guidelines</li> <li>-Cyber and computer</li> <li>- Counter terrorism or extremism</li> <li>- Border security</li> <li>.critical infrastructure and strategic point</li> <li>organized and</li> <li>-Human trafficking</li> <li>- Inter-communal conflicts--</li> <li>Resource based conflict</li> <li>- Public order management</li> </ul>	8	5 years	100	20	20	20	20	20

**Objective 2: To Build Capacity to Combat High Impact and Emerging Crimes and Tackle Negative External Influence on NPS**

Strategies	Key Activities	Actor(s)	Indicators	Output Targets	Time Frame	Expected Budget (Kshs. Millions)					
						Total	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
<b>Streamline operations of the National Police Service Reservists</b>	Audit, Recruitment, Training, kitting and tooling and deployment of more NPRs.	IG DIG—KPS D/NPR	An Audit report.	1	2 years	100	—	50	50	—	—
			No. of NPRs recruited, trained, kitted and deployed.	10,000	5 years	5000	1000	1000	1000	1000	1000
<b>Use partnership and cooperation to combat crime</b>	Review the NPS—National Police Reservist (NPRs) Policy.	IG DIGs DCI D/NPR	A review policy.	1	1 year	3	—	3	—	—	—
			No. of mutual legal assistance agreement entered	5	5 years	50	10	10	10	10	10
<b>Use partnership and cooperation to combat crime</b>	Cultivate deeper cooperation to access information and undertake counter operations	IG DIGs DCI D/Intelligence D/Planning D/Legal	No. of cross border agreements	4	5 years	50	10	10	10	10	10
			No. of multi-sectoral operations.	300	5 years	300	60	60	60	60	60
<b>Use partnership and cooperation to combat crime</b>	Enhance multi-sectoral approach in dealing with organized or transnational crimes.	IG DIGs DCI D/Legal D/Operations	No. of multi-sectoral operations.	300	5 years	300	60	60	60	60	60



## Objective 2: To Build Capacity to Combat High Impact and Emerging Crimes and Tackle Negative External Influence on NPS

Strategies	Key Activities	Actor(s)	Indicators	Output Targets	Time Frame	Expected Budget (Kshs. Millions)					
						Total	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	Sustain border patrol and surveillance efforts.	DIG—AFS Relevant Commandants . RBP . RDU . Marine . GSU . KAPU . ASTU . AFSSTPU	No. of targeted border patrol. % of targeted border area covered.	10,000 100%	5 years 5 years	1000	200	200	200	200	200
	Promote peace building and co—existence among conflicting communities.	IG DIGs DCI D/Operations	No. of peace building initiatives.	180	5 years	100	20	20	20	20	20
<b>Positively change police image and standing in society</b>	Mainstream human rights, gender and inclusion in operations and planning.	DIGs DCI D/Gender D/Legal D/Operations	% level of human rights mainstreaming. No. of operational Gender and Welfare desks established.	100% 299	5 years 5 years	100	20	20	20	20	20
			% of Gender based cases concluded through Alternative Dispute Resolution. % of Disability cases concluded.	100% 100%	5 years 5 years	200	—	50	50	50	50
	Increased citizenry rights awareness and assertiveness on security issues.	IG DIGs DCI D/IAU D/Corporate Comm. PRO	No. of Service Charters developed, distributed and displayed. No. of roadshow caravans with free medical camps. % level of NPS response on social media platform.	10,000 20 100%	5 years 5 years 5 years	50	10	10	10	10	10
			No. of frameworks developed. Level of implementation of the public relations framework.	1 100%	1 year 5 years	5	5	—	5	—	—
							25	5	5	5	5

Objective 2: To Build Capacity to Combat High Impact and Emerging Crimes and Tackle Negative External Influence on NPS											
Strategies	Key Activities	Actor(s)	Indicators	Output Targets	Time Frame	Total	Expected Budget (Kshs. Millions)				
							2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	Present robust and open account of police activities to the media and public.	IG DIGs DCI D/IAU	No. of quarterly police reports released for public consumption.	20	5 years	25	5	5	5	5	5
	Organize for regular consultative meetings with external stakeholders.	IG DIGs DCI D/IAU	No. of annual external stakeholders consultative forums held.	5	5 years	50	10	10	10	10	10
	Organize annual national open day forums for interacting with public.	IG DIGs DCI D/Corporate D/Planning	No. of annual open day forums organized.	47	5 years	470	94	94	94	94	94
	Organize open forums to improve police image among members of the public.	IG DIGs DCI D/Corporate D/Planning	No. of forums held	25	5 years	160	32	32	32	32	32
<b>Sub-Total Objective 2</b>						<b>14,547</b>	<b>2,766</b>	<b>3,060</b>	<b>3,027</b>	<b>2,887</b>	<b>2,807</b>

**Strategic Objective 3: To reorganize the Structure and Command of the NPS Operations for efficient and effective administration of the Service.**

Strategies	Key Activities	Actor(s)	Indicator	Output targets	Time Frame	Expected Budget (Kshs. Millions)					
						Total	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
<b>Build capacity for Organisational change</b>	Build leadership capacity for organisational change.	IG DIGs DCI D/Personnel D/Training D/Operations	No. of senior officers trained (ASP – SAIG).	2,000	5 years	300	60	60	60	60	60
	Create opportunities for regular consultations with Stakeholders e.g IGs Conference, Disciplined Service Prayer day, etc.	IG DIGs DCI	No. of service consultative meeting.	4	5 years	25	5	5	5	5	5
	Define and strengthen command and administration structure.	IG DIGs DCI	A Restructuring Plan.	1	1 year	5	–	5	–	–	–
	Roll out restructuring of NPS Policy framework	IG	% of Kitiny issued.	100%							
	– Introduce general duty police uniform and kitiny.	DIGs	% of Functions reorganized and harmonized.	100%							
	– Reorganize and harmonize NPS structures.	DCI	% of personnel, estates and equipment transferred.	100%							
	– Deployment of personnel, estates and equipment's.		% of policies, regulations and guidelines reviewed.	100%							
	– Review of operational policies, regulations and guidelines.										
	– Organize refresher training for all general duty policing.	IG	% timely reporting.	Minutes	3 years	5,000	2,000	2,000	1,000	–	–
	Create a clear reporting channel on security incidences from the lowest level to the top.	DIGs D/Comms			5 years	25	5	5	5	5	5
Sensitisation of staff on the restructuring.	IG DIGs DCI	% Level of sensitisation.	100 %	5 years	500	100	100	100	100	100	

Strategic Objective 3: To reorganize the Structure and Command of the NPS Operations for efficient and effective administration of the Service.												
Strategies	Key Activities	Actor(s)	Indicator	Output targets	Time Frame	Total	Expected Budget (Kshs. Millions)					
							2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	
Restructure NPS into a seamless operational entity with distinct functions for KPS, APS and DCI	Initiate amendment of the legislation to address the command, functions and structure of NPS.	IG DIGs DCI D/Legal	No. of bills initiated.	10	5-year	10	2	2	2	2	2	
	Clarify and clearly demarcate functions between services to remove overlaps and duplications.	IG DIGs DCI D/Legal	% of overlaps and duplication solved.	100%	1 year	20	–	–	–	–	–	
	Integrate and synergize the determined numbers of NPS, APS officers under the GDP.	IG	No. of officers integrated.	64,252	5 years	2000	400	400	400	400	400	
	Integrate and harmonize training curricula for all Police Services.	IG DIGs DCI D/Training	No. of integrated training manual developed.	1	1 year	100	50	50	–	–	–	
	Rebrand NPS Training Institutions and facilities.	IG DIGs D/Training	Rebranded NPS Training Institutions.	15	2 years	45	30	15	–	–	–	
	Assign distinct clear roles and functions of DIGs and DCI.	IG	Harmonized NPS Command Structure.	100%	1 year	–	–	–	–	–	–	
	Initiate amendment of the legislation to address the command, functions and structure of NPS.	IG	Reviewed laws, policies, guidelines and regulation.	100%	5 years	50	10	10	10	10	10	
	Implement Police Station modernisation programme.	IG	Modern Police Station.	575	2 years	300	275	–	–	–	–	
	Integrate & merge all posts, camps and patrol bases to be under one police station area of jurisdiction.	IG DIGs	No. of posts, camps and patrol bases integrated and merged.	1,522	2 years	200	100	100	–	–	–	
	Conduct participatory sensitisation on command restructuring internally and externally.	IG DIGs DCI	% level of sensitisation at each point.	100%	5 years	60	12	12	12	12	12	
	<b>Sub-Total Objective 3</b>						<b>8,640</b>	<b>3,069</b>	<b>2,764</b>	<b>1,594</b>	<b>594</b>	<b>594</b>

**Strategic Objective 3: To reorganize the Structure and Command of the NPS Operations for efficient and effective administration of the Service.**

Strategies	Key Activities	Actor(s)	Indicator	Output targets	Time Frame	Expected Budget (Kshs. Millions)					
						Total	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023
Restructure NPS into a seamless operational entity with distinct functions for KPS,APS and DCI	Initiate amendment of the legislation to address the command, functions and structure of NPS.	IG DIGs DCI D/Legal	No. of bills initiated.	10	5-year	10	2	2	2	2	2
	Clarify and clearly demarcate functions between services to remove overlaps and duplications.	IG DIGs DCI D/Legal	% of overlaps and duplication solved.	100%	1 year	20	—	—	—	—	—
	Integrate and synergize the determined numbers of NPS, APS officers under the GDP.	IG	No. of officers integrated.	64,252	5 years	2000	400	400	400	400	400
	Integrate and harmonize training curricula for all Police Services.	IG DIGs DCI D/Training	No. of integrated training manual developed.	1	1 year	100	50	50	—	—	—
	Rebrand NPS Training Institutions and facilities.	IG DIGs D/Training	Rebranded NPS Training Institutions.	15	2 years	45	30	15	—	—	—
Assign distinct clear roles and functions of DIGs and DCI.	IG	Harmonized NPS Command Structure.	100%	1 year	—	—	—	—	—	—	
Initiate amendment of the legislation to address the command, functions and structure of NPS.	IG	Reviewed laws, policies, guidelines and regulation.	100%	5 years	50	10	10	10	10	10	

Strategic Objective 3: To reorganize the Structure and Command of the NPS Operations for efficient and effective administration of the Service.										
Strategies	Key Activities	Actor(s)	Indicator	Output targets	Time Frame	Expected Budget (Kshs. Millions)				
						Total	2018/2019	2019/2020	2020/2021	2021/2022
	Implement Police Station modernisation programme.	IG	Modern Police Station.	575	2 years	300	275	-	-	-
	Integrate & merge all posts, camps and patrol bases to be under one police station area of jurisdiction.	IG DIGs	No. of posts, camps and patrol bases integrated and merged.	1,522	2 years	200	100	100	-	-
	Conduct participatory sensitisation on command restructuring internally and externally.	IG DIGs DCI	% level of sensitisation at each point.	100%	5 years	60	12	12	12	12
<b>Sub-Total Objective 3</b>						<b>8,640</b>	<b>3,069</b>	<b>2,764</b>	<b>1,594</b>	<b>594</b>

Objective 4: To Enhance Resource Mobilization Capacity of the National Police Service											
Strategies	Key Activities	Directorates	Indicators	Output targets	Time Frame	Total	Expected Budget (Kshs. Millions)				
							2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Enhance resource mobilization for NPS	Develop and implement a resource mobilization policy	IG D/APF Economists Finance Officers	A policy	1	1 year	5	-	-	-	-	-
	Strengthen senior management participation in bidding for more resources during budgetary process	IG DIGs DCI D/IAU D/APF Economists Finance Officers	Level of seniority/technicality of police officers participating in bidding process	percentage increase in budgetary allocation for NPS	-	-	-	-	-	-	
	Develop sound proposal/ business cases for extra resources from government and partners	IG DIGs DCI D/IAU Planning Finance Corporate affairs Linkages	No. of major business proposals developed	5	5 years	50	10	10	10	10	10

Objective 4: To Enhance Resource Mobilization Capacity of the National Police Service

Strategies	Key Activities	Directorates	Indicators	Output targets	Time Frame	Total	Expected Budget (Kshs. Millions)				
							2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	Fundraise through development partners' loans and grants	IG DIGs DCI D/APF Finance Corporate affairs	% of development budget raised through partners	20%	5 years	20	4	4	4	4	4
	Upscale the Public Private Partnerships	IG DIGs DCI D/APF D/Planning Finance	% of projects implemented via PPP	20%	5 years	20	4	4	4	4	4
	Enhance advocacy skills for NPS resource mobilization	IG	No of staff trained/ mentored	200	4 year	400	-	100	100	100	100
	Enhance resource access and availability to Commanders in the Regions, Counties, Sub Counties and Police Stations	IG D/Planning Finance	No. of stakeholders collaboration forums held	10	4 years	50	-	20	10	20	20
<b>Sub-Total Objective 4</b>						<b>545</b>	<b>23</b>	<b>138</b>	<b>128</b>	<b>138</b>	<b>138</b>



Objective 5: To improve institutional and technical capacity of the NPS to deliver accountable, efficient, accessible and professional Policing services											
Strategies	Activities	Actor(s)	Indicators	Output targets	Time frame	Expected Budget (Kcts. Millions)					
						Total	2018/2019	2019/2020	2020/2012	2021/2022	2022/2023
Improve accountability in the NPS	Streamline relationship between IPOA, Ombudsman, IAU, and NPS for the benefit of members of public	IG DIGs DCI D/IAU D/Legal D/Ops	Working Guideline	1	1 year	5	-	5	-	-	-
	Educate officers and members of the public on the importance of accountability mechanism	IG DIGs DCI D/IAU D/Legal D/Ops D/Reforms	No. of sensitization forums	20	5 years	100	20	20	20	20	20
	Bid for budgets to fund the IAU	IG D/IAU D/APF	% of required funds availed	100%	5 years	-	-	-	-	-	-
	Enhance capacity of IAU by <ul style="list-style-type: none"> <li>Decentralize IAU to Counties</li> <li>Procurement of communication equipment</li> <li>Increase Human Resource capacity</li> <li>Integrated complaints management system</li> <li>Capacity building - training on intelligence led investigations</li> <li>Survey on impact of IAU</li> <li>Logistics – transport</li> <li>Communication strategy</li> </ul>	IAU IGs office	% of request procured	100%	5 years	470	70	100	100	100	100
Ensure implementation of the NPS Strategic Plan	Implement recommendations of IAU, IPOA, CAJ	IG, DIGs, DCI, IAU									
	Creating awareness to all staff on the Strategic plan	IG D/APF Corporate Comm.	% level of awareness	100%	5 years	50	10	10	10	10	10

Objective 5: To improve institutional and technical capacity of the NPS to deliver accountable, efficient, accessible and professional Policing services

Strategies	Activities	Actor(s)	Indicators	Output targets	Time frame	Expected Budget (Kshs. Millions)					
						Total	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	Motivating staff to meet targets	IG DIGs DCI D/HR D/Welfare	% of officers meeting targets	100%	5 years	200	40	40	40	40	40
	Developing and reviewing annual plans and targets in adherence to this strategic plan.	IG D/APF	% of work plans and performance contracts tagged to Strategic Plan	100%	5 years	160	30	30	30	30	40
	Monitoring and evaluation of implementation of strategic plan	IG D/APF	No. of M&E quarterly reports	20	5 years	100	20	20	20	20	20
	Highlight achievements and gains recognize achiever.	IG DIGs DCI D/HCM(D) Field Commands Units and Formation Commanders	% of the rewarded and the sanctioned	100%	5 years	150	30	30	30	30	30
<b>Sub-Total Objective 5</b>						<b>1,235</b>	<b>220</b>	<b>255</b>	<b>250</b>	<b>250</b>	<b>260</b>

Objective 6: To Improve Staff Welfare, Relations and Development for Increased Productivity							Expected Budget (Kshs. Millions)					
Strategies	Key Activities	Actor(s)	Indicators	Output Targets	Time frame	Total	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	
Improve staff recruitment	Recruit of police officers to meet increasing policing demands	OIG NPSC DIGs DCI	No. of police officers recruited -Recruitment -training -Kitting -Stipend	45,605	5 years	5,000	1000	1000	1000	1000	1000	
	Determine number of specialized technical staff requirement.	OIG NPSC DIGs DCI	An establishment in place	1	1 year	-	-	-	-	-	-	
			No. of specialized staff in the establishment filled	1000	5 years	500	100	100	100	100	100	
	Initiate HR Survey to identify and address high staff turnover	OIG NPSC DIGs DCI	A survey report	1	1 year	5	-	5	-	-	-	

Objective 6: To Improve Staff Welfare, Relations and Development for Increased Productivity

		Expected Budget (Kshs. Millions)									
Strengthen Police Command, control and discipline	Print and distribute additional Police Service Standing Order	OIG DIGs DCI D/Reforms	No. SSDs copies printed and distributed	105,000	5 years	1,050	210	210	210	210	210
	Print and distribute Standard Operating Procedure	OIG DIGs DCI D/Reforms	No. SOP printed and distributed	105,000	1 year	42	-	42	-	-	-
	Print and distribute police manuals	OIG DIGs DCI D/Reforms	No. manuals printed and distributed	525,000	5 years	210	42	42	42	42	42
	Develop new and review existing paralegal documents	OIG DIGs DCI D/Legal D/Reforms	% of paralegal documents developed and reviewed	100%	5 years	500	100	100	100	100	100
	Finalize and roll-out the NPS Training Policy	IG NPSC DIGs DCI D/Training	A Training policy  % roll out	1  100%	 2 years	5  1	1  1	1  1	1  1	1  1	1  1
Improve officers Competencies and suitability	Expansion and modernization of existing colleges	IG NPSC DIGs DCI D/APF D/Planning D/Training Commandants Training Institutions	% of targeted expansion and modernization	100	5 years	10,000	2000	2000	2000	2000	2000
	Establish the NPS academy and expand the existing colleges	IG NPSC DIGs DCI D/APF D/Planning D/Training Commandants Training Institutions	Established NPS Academy	1	5 year	5,000	2000	1000	1000	500	500

Objective 6: To Improve Staff Welfare, Relations and Development for Increased Productivity							Expected Budget (K£ths. Millions)								
Undertake bench marking for specific skills acquisition	IG NPSC DIGs DCI D/APF D/Planning D/Training D/Operations Commandants Training Institutors	No. of bench markings and Reports	20	5 years	100	20	20	20	20	20	20	20	20	20	20
Increase uptake in universities where collaboration for tailor-made academic and research programmes has been agreed on	IG DIGs DCI D/Training	No. of officers trained	500	5 years	150	30	30	30	30	30	30	30	30	30	30
Undertake training needs assessment for all officers and instructors, including skills audit and suitability	IG DIGs DCI D/Training	A needs assessment reports	1	1 year	100	-	-	-	-	-	-	-	-	-	100
Continuous instructors improvement programmes to implement the new training curriculum	IG DIGs DCI D/Training Commandants Training Institutors	No. of instructors trained	1,200	5 years	500	100	100	100	100	100	100	100	100	100	100
Develop quality assurance standards	IG DIGs DCI D/Inspections Operations audit	% of targeted Standards developed	100%	5 years	500	100	100	100	100	100	100	100	100	100	100

Objective 6: To Improve Staff Welfare, Relations and Development for Increased Productivity									
								Expected Budget (Kchs. Millions)	
Improve terms and conditions of employment	Appoint and Operationalize the National Police Service Examination Board	IG DIGs DCI D/Training Commandants Training Institutions	A Board appointed	1	1 year	5	5	-	-
	Develop operational guidelines for NPS Examination Board	IG DIGs DCI	Guidelines	1	1 year	2	-	-	-
	Implement career progression guideline	IG NPSC	Motivated staff	1	1 year	-	-	-	-
Improve terms and conditions of employment	Finalize and roll out NPS Housing Policy	IG NPSC DIGs DCI D/APF D/Planning D/Logistics	A housing Policy % roll out of the Policy	1	5 years	20	5	5	5
	Payment of flat rate house allowance to police officer as per their respective ranks	IG NPSC DIGs DCI D/APF D/HRM	No. of officers paid the rates	105,884	5 years	112,975	22,592	22,592	22,592
	Intrate payment of commuter/fuel allowances for officers	IG NPSC DIGs DCI D/APF D/HRM	An approval for payment	1	1 years	3	-	-	-
	Develop better terms and conditions of service for specialized personnel in conformity with professional policy regulation	OIG NPSC DIGs DCI HCD	% of specialized personnel terms and conditions defined	100%	3 years	3	-	3	-

Objective 6: To Improve Staff Welfare, Relations and Development for Increased Productivity										
Expected Budget (Kcfs. Millions)										
	Finalize and roll out NPS Chaplaincy Policy to counties	OIG NPSC D/Welfare	No. of policy finalized	1	1 year	2	-	-	-	-
				100%	5 years	94	18.8	18.8	18.8	18.8
	Finalize and roll out NPS Counseling Policy to counties	OIG NPSC D/Welfare	No. of policy finalized	1	1 year	2	-	-	-	-
				100%	5 years	300	60	60	60	60
	Finalize and roll out NPS staff welfare Policy	OIG NPSC D/Welfare	No. of NPS Staff welfare policy finalized	1	1 year	2	-	-	-	-
				100%	5 years	500	100	100	100	100
	Develop the NPS Work Place Safety Policy	IG DIGs DCI D/APF D/Operations DCD	A work place safety policy	1	1 year	5	-	5	-	-



## Objective 6: To Improve Staff Welfare, Relations and Development for Increased Productivity

		Expected Budget (Kshs. Millions)											
Influence positive change of police culture, attitude and productivity	Appeal to mind and hearts of officers through team building talks	IG DIGs DCI	No. of team building talks / forums organized	94 (2 in each county)	5 years	188	37.6	37.6	37.6	37.6	37.6	37.6	37.6
	Establish discreet channels for regular feedback from staff on operational and administrative issues	IG DIGs DCI D/Operations	No. of champions identified and capacitated	94	5 years	47	9.4	9.4	9.4	9.4	9.4	9.4	9.4
	Management of resistance to implementation of restructuring policy framework	IG DIGs DCI D/Reforms	No. of channels (electronic, verbal, written)	3	1 year	10	10	-	-	-	-	-	-
	Promote continuous communication and public engagement	IG DIGs DCI D/Corporate Affairs	No. of officers assigned and capacitated to analyze and report of feedback	2	1 year	10	2	2	2	2	2	2	2
	Appoint a team of Officers to drive transformation paradigm change programmes	IG DIGs DCI	Level of acceptance to change	100%	5 years	10	8	8	8	8	8	8	8
	Finalize and roll out NPS Policy on conflict of interest	OIG NPSC DIGs DCI	Consultative forums and information materials	No.	5 years	40	8	8	8	8	8	8	8
	Finalize and roll out guidelines on engagement in trade and business	OIG NPSC DIGs DCI	Change champions in place	100	5 years	50	10	10	10	10	10	10	10
	Develop NPS Operational Doctrine	IG, NPSC, DIGs DCI D/Reforms D/Training D/Operations	A policy in place	1	1 year	5	2	1	1	1	1	1	1
	Publicize Police Achievement	IG D/Corporate Affairs	Guideline in place	1	1 year	5	2	1	1	1	1	1	1
			A doctrine in place	1	1 year	10	-	10	-	-	-	-	-
			Monthly bulletin of police achievement	12	5	24	2	2	2	2	2	2	2
	<b>Sub-Total Objective 6</b>						<b>137,974</b>	<b>28,581</b>	<b>27,628</b>	<b>27,558</b>	<b>27,058</b>	<b>27,156</b>	

Objective 7: To Facilitate and Coordinate Development of Policies, Regulations & Guidelines Affecting NPS											
Strategies	Key Activities	Actor(s)	Indicators	output Targets	Time frame	Total	Expected Budget (Kshs. Millions)				
							2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023
Strengthen legislative capacity of NPS	Scan all new laws/legislations for any changes within legal regime that impacts the police service	IG DIGs DCI D//IAU D//Legal	% of Scanned and reviewed legal documents	100%	5 years	50	10	10	10	10	10
	Propose legislative amendments, new laws and/ or merging of laws to help deal with administrative issues and emerging crimes/ issues	IG DIGs DCI D//IAU D//Legal	% of new laws Developed	100%	3 years	120	-	-	40	40	40
	Scan and implement International security instruments and provisions which Kenya is a signatory to	IG DIGs DCI D//Legal	% international instruments and provisions scanned and implemented	100%	5 years	50	10	10	10	10	10
	Strengthen a strong legal unit deal with legal matters and litigations against police actions	IG DIGs DCI D//Legal	% of targeted capacity provided	100%	1 year	50	10	10	10	10	10
	Rename the "National Police Service" to "Kenya National Police Service"	IG	Renamed Police Service	1	1 year	10	-	10	-	-	-
<b>Sub-total Objective 7</b>						<b>280</b>	<b>30</b>	<b>40</b>	<b>70</b>	<b>70</b>	<b>70</b>

