



MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT

# Revised Police Reforms Program Document 2015-2018



**A Strategy Framework for Implementation of Reforms in the National Police Service**

**“Quality Policing Services for a Safe and Secure Kenya”**

**August 2015**





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# List of Acronyms

|                       |                                                      |
|-----------------------|------------------------------------------------------|
| <b>APFIS</b>          | Automated Palm and Finger Information System         |
| <b>AIG</b>            | Assistant Inspector General                          |
| <b>APS</b>            | Administration Police Service                        |
| <b>APSSSC</b>         | Administration Police Service Senior Staff College   |
| <b>CAJ</b>            | Commission on Administrative Justice                 |
| <b>CCC</b>            | County Coordinating Commander                        |
| <b>CCTV</b>           | Closed Circuit Television                            |
| <b>CS</b>             | Cabinet Secretary                                    |
| <b>DCI</b>            | Directorate of Criminal Investigations               |
| <b>DIP</b>            | Detailed Implementation Plan                         |
| <b>DPWGPR</b>         | Development Partners Working Group on Police Reforms |
| <b>EACC</b>           | Ethics and Anti-Corruption Commission                |
| <b>FPMM</b>           | Finger Print Matching Machine                        |
| <b>FSO</b>            | Force Standing Orders                                |
| <b>FSL</b>            | Forensic Science Laboratory                          |
| <b>HR</b>             | Human Resource                                       |
| <b>IAU</b>            | Internal Affairs Unit                                |
| <b>IC<sup>3</sup></b> | Integrated Command, Control and Communications       |
| <b>ICJ</b>            | International Commission of Jurists                  |
| <b>ICT</b>            | Information and Communications Technology            |
| <b>IEC</b>            | Information Education and Communication              |
| <b>IMLU</b>           | Independent Medical Legal Unit                       |
| <b>IPOA</b>           | Independent Policing Oversight Authority             |
| <b>KPS</b>            | Kenya Police Service                                 |
| <b>MOU</b>            | Memorandum of Understanding                          |
| <b>MOV</b>            | Means of Verification                                |



|                        |                                                                       |
|------------------------|-----------------------------------------------------------------------|
| <b>MTP</b>             | Medium Term Plan                                                      |
| <b>MTEF</b>            | Medium Term Expenditure Framework                                     |
| <b>NPS</b>             | National Police Service                                               |
| <b>NPSC</b>            | National Police Service Commission                                    |
| <b>OCS</b>             | Officer Commanding Station                                            |
| <b>ODPP</b>            | Office of the Director of Public Prosecution                          |
| <b>PPP</b>             | Public Private Partnerships                                           |
| <b>PRIC</b>            | Police Reforms Implementation Committee                               |
| <b>PRSC</b>            | Police Reforms Steering Committee                                     |
| <b>PS</b>              | Principal Secretary                                                   |
| <b>S<sup>3</sup>PE</b> | Structure, Strategy, Systems, People and Environment                  |
| <b>S<sup>7</sup></b>   | Structure, Strategy, Systems, Shared Values, Staff, Styles and Skills |
| <b>SAIG</b>            | Senior Assistant Inspector General                                    |
| <b>SaaS</b>            | Software as a Service                                                 |
| <b>SSO</b>             | Service Standing Orders                                               |
| <b>UK</b>              | United Kingdom                                                        |
| <b>UNODC</b>           | United Nations Office on Drugs and Crime                              |
| <b>USG</b>             | United States Government                                              |
| <b>WPA</b>             | Witness Protection Agency                                             |

# Foreword



Institutional reforms have been a major reform agenda for the last three successive Governments since NARC to the current Jubilee coalition Government. Pursuant to the Government commitment to implement comprehensive reforms in the National Police Service, The National Task Force on Police Reforms was appointed to examine the institutional, policy, legislative and operational frameworks in which the Police Services operated and make recommendations to transform the Services into professional and accountable security agencies. In 2010, the Police Reforms Implementation Committee (PRIC) was appointed and mandated to coordinate and steer implementation of the recommendations on police reforms.

The Constitution of Kenya 2010 gave momentum for reforms in the police and brought fundamental changes in both the architectural framework and command of the police service. It established the Kenya Police and the Administration Police Services under a unified command of the Inspector General National Police Service. It clearly stipulates the functions and objectives of the National Police Service to include striving for the highest standards of professionalism and discipline, preventing corruption and promoting practice of transparency and accountability and complying with Constitutional standards of human rights and fundamental freedoms. The National Police Service is further mandated to train police officers to the highest standards of competence and integrity as well as foster and promote relationships with the broader society.

The previous Program Document 2011–2014 led to the realization of numerous reforms in the National Police Service that includes a new legal framework that saw emergence of institutions such as the National Police Service Commission, Independent Policing Oversight Authority, strengthened Directorate of Criminal Investigations, Internal Affairs Unit and County Policing Authorities. The strategy also brought about reforms in police professionalism that includes new police training curriculum and vetting of police officers on ethics and integrity. It introduced operational and administrative reforms in the police that includes modernization of police fleet, police housing, insurance, and provision of Finger Print Matching Machine, APFIS, Forensic Science Laboratory and establishment of Integrated Command, Control and Communications (IC<sup>3</sup>) Centre and CCTV surveillance system.

The revised Program Document 2015–2018 is a continuation of the previous Program Document 2011–2014 whose implementation period expired in June 2014. It is a strategy framework for providing policy direction and guidance in isolation of pending reforms, prioritization and implementation by the National Police Service. This strategy has been prepared to complement the various institutions' strategic plans for the current medium term period. It is an effort to isolate pending reform priorities, enhance harmonization and teamwork among institutions, as well as pool synergy and resources from various institutions and partners towards common results areas.

The objective of this Program Document is to strengthen policy and institutional frameworks of police reform institutions and increase institutional capacities for accountability by enhancing compliance to Public Officers and Ethics Act 2003 and Leadership and Integrity Act 2012 among police officers. Further, it seeks to build capacity for strategic police human resource management and police professionalism, with a view to reengineer police operational preparedness, logistical capability, tooling and kitting of police officers. Motivation of police officers has been mainstreamed through development and implementation of innovative and creative strategies for police welfare and sustainable motivation.

This strategy will cost a total of **Ksh. 92.5 Billion** over 3 financial years, 2015–2018. This is against 2015–2018 projected combined estimates of **Ksh. 274 Billion** development and recurrent budget earmarked for National Police Service, NPSC and IPOA inclusive. This budget estimates will be sourced from the National Treasury MTEF budget allocations for reform institutions in consecutive financial years. Supplementary support may be sourced from Development Partners Basket Fund for Police Reforms.

This strategy forms part of policy direction and guidance to the responsible institutions in their efforts to implement, monitor and evaluate reforms.



**Gen (Rtd) Joseph Ole Nkaisery, MGH, CBS**

Cabinet Secretary, Ministry of Interior and Coordination of National Government

# Acknowledgement



This strategy is a culmination of concerted efforts of devoted contributions by experts, individuals and institutions. It is the product of a six month journey of participatory consultations, extensive boardroom discussions and evaluation of past achievements, challenges and performance gaps in implementation of reforms in the National Police Service. The Ministry is indebted to all who enabled realization of this strategy framework.

I wish to acknowledge the leadership of the Inspector General - National Police Service, whose initiative to guide the Kenya Police Service, Administration Police Service and the Directorate of Criminal Investigations in identifying priority reform areas has led to completion of this Program Document. The Chairpersons of the National Police Service Commission

and the Independent Policing Oversight Authority have played a fundamental role in pooling institutional synergies towards teamwork and common results areas of reforms in the National Police Service.

The Ministry appreciates the efforts by Police Reforms Steering Committee to provide policy direction and coordination during the process of developing this strategy. The role played by Development Partners Working Group on Police Reforms to review and provide inputs to the document during its various development stages was critical in ensuring quality control and focus to desired results.

Finally, I must mention the concerted efforts by the technical committee and the expert contribution of a public sector reforms and strategy consultant who guided the committee throughout the development of this strategy. The following staff from various institutions made worthwhile technical contributions that saw completion of the Program Document 2015–2018. These are Victor Okioma (Ministry of Interior), Eliud Kinuthia (Public Sector Reforms & Strategy consultant), Simon Kihara (Ministry of Interior), Murshid Mohammed (NPSC), Kingori Mwangi (NPS), Fred Mwei (APS), Alice Naliaka (KPS), Charles Muthusi (DCI), Patrick Lumumba (KPS), Grace Mwangi (IPOA), Sarah Muthiga (NPSC), Dennis Absalom (APS), Masisi Kiilu (APS), Esther Nganga (IAU) Simon Charters (UNODC), Jeptum Bargoria (UNODC) and Joyce Matara (UNODC) among many others who supported the Technical Committee.

I am grateful to all.

A handwritten signature in black ink, appearing to read 'Monica Juma'.

**Amb. Dr. Monica Juma, MBS**  
Principal Secretary - Interior

# NPS Statement



The National Police Service is established under article 239 of the Constitution of Kenya and mandated to function as outlined in Part III, Section 24 of the National Police Service Act.

Security challenges facing our County have become more sophisticated and complex brought about by an interconnected world and advances in technology. These are made manifest by the overflowing effect of the continued threat of terrorism, proliferation of small arms and light weapons, organized crimes, trafficking and abuse of drug and illicit substance, inter-communal conflicts, livestock rustling, the emergent technologies such as cloud computing, growth of software as a service (SaaS) and mobile digital platform which criminal exploit to advance cybercrime.

The effects of these challenges define the job of a police officer.

The ongoing reforms in the National Police Service provide 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. It is in this light that the National Police Service adopted an open door policy that enables cooperation and partnership with other institutions and the community for its support to meet its obligations.

The National Police Service applauds the distributive approach taken by 2015–2018 Program Document, where the Police Services, Formations and units are assigned distinct but interdependent reform results areas. The National Police Service is committed to implementing policy decisions; providing strategic direction; monitoring and evaluating programs through appropriate structures, orders and systems for efficient and effective management and control of the service. This strategic support from the Headquarters is fundamental to the successful implementation of this Program Document in the Service.

The National Police Service reforms program is anchored in four pillars: Organization Culture; People Management; Inter-Institutional Partnerships and linkages and; addressing infrastructural gaps. It advocates quick wins in cleanliness of police working and living environment; friendliness; orderliness; and respect to command structure, law and order.

The reform Program Document prioritizes accountability issues including integrity of Police officers and prevention of corruption, professionalism, general welfare of police officers and the implementation of Police Modernization Plan for improved police capability and performance.

Out of the **Ksh 92.5 Billion** of the resource estimates required for implementation of this strategy framework, National Police Service takes **Ksh 90 Billion** over the 3 consecutive financial years. The bulk of this budget goes to implementation of the Police modernization plan which includes police mobility, housing and police security equipment, as well as tooling and kitting of police officers. The balance of the budget goes to soft reforms areas in transformation of people skills, transformational leadership and culture change.

The National Police Service is grateful to the Leadership of the Government of Kenya through Ministry of Interior and Coordination of National Government, National Treasury and the Parliament for their continued commitment to adequately resource the National Police Service.



**Mr Joseph Boinnet, MGH nsc (AU)**

Inspector General, National Police Service

# NPSC Statement



The National Police Service Commission (NPSC) is an independent Commission established under Article 246 of the Constitution of Kenya and enabled further through the National Police Service Commission Act, No.30 of 2011. The mandate of the Commission as provided under Article 246(3) is to:

- Recruit and appoint persons to hold or act in offices in the Service, confirm appointments,
- Determine promotions and transfers within the National Police Service,
- Exercise disciplinary control over and remove persons holding or acting in offices within the service and
- Perform any other functions prescribed by national legislation

To date, the Commission has made significant strides towards the implementation of its mandate. The Commission established the legal framework for the vetting process and undertook the process of developing regulations key to the Commission's mandate, which include regulations on Recruitment and Appointment, Promotions, Transfers and Discipline in the Service.

The Commission embarked on the vetting process and has so far concluded the vetting of 198 police officers in the former ranks of Senior Deputy Commissioner I and II, Deputy Commissioner of Police, Senior Assistant Commissioner and Assistant Commissioner of police. The Commission is currently approaching the conclusion of the vetting of officers of the ranks of Senior Superintendent, Superintendent and Assistant Superintendent of Police. This program document envisages the review of the vetting model with which the remaining ranks of officers will be vetted through a reviewed vetting model to ensure efficiency and effectiveness.

The Commission has faced numerous challenges in its inception years, which include the long drawn process of formulation of the initial set of regulations, inadequate resources to fully implement its mandate and the lack of automated systems to oversee the implementation of key human resource functions. These challenges were understandable due to the fact that the Commission was at its inception stages.

To overcome these, the Commission completed its Strategic Plan 2014–2018 which lays out all the functions of the Commission and the activities that are key to achievement of its mandate. The costed implementation matrix guides the roll out of the activities of the Commission in a strategic manner and the same is reflected in this program document for consistency.

Having the mandate to manage the Human Resources of the Service, the Commission's functions are far from complete. In this program document, the Commission's approach is to ensure the legislative framework and provision of procedures is concluded and mechanisms for reliable oversight are put in place in order to ensure management of the Service is professionalized. Further, the Commission intends to put in place a robust sensitization plan of the Commission's mandate to the police and the public, in order to ensure that the services offered by the Commission are beneficial to the main clients, the officers of the Service.

The Commission's view of police reforms is complimentary to the goals of the Service. Efficient human resource management in matters of recruitment and appointment, fairness in promotions, consideration in transfers and due process in disciplinary procedures are all key to motivation in the Service. The Commission's attention to welfare issues including proposals and advisories for competitive remuneration, benefits, housing and insurance packages are factors that will create a conducive environment for police officers to perform effectively.

The Commission is therefore hopeful that through the implementation of this program document, and the priority activities ear-marked by the Commission and other policing institutions, police reforms will receive the much needed boost and vigor to realize the vision of reforms, 'Quality Policing Services for a Safe and Secure Kenya.'

A handwritten signature in black ink, appearing to read 'Mr. Johnston M. Kavuludi', with a stylized flourish at the end.

**Mr Johnston M. Kavuludi, EBS, HSC**  
Chairperson, National Police Service Commission-NPSC



# IPOA Statement



IPOA is one of the Institutions established under the IPOA Act No. 35 of 2011 to provide for civilian oversight over the work of the Police in Kenya. One of the Authority's objectives is to give effect to the provision of article 244 of the constitution that requires the Police to strive for the highest levels of discipline and professionalism; promote and practice transparency and accountability in the execution of their duties.

The Authority's existence is aimed at significant contribution to the envisaged Police Reforms in the country through its oversight role within the confines of the law. It is therefore in the interest of the Authority to see the impact of police reforms translated into restored public confidence and trust in police. This, as is recognized can only be achieved through concerted effort by all relevant institutions and stakeholders at large. It is highly appreciated that this is in sync with the four results areas of the NPS's reform program. In this regard, IPOA appreciates the important strategic direction provided by this Program Document as it provides the specific priority areas for each institution towards Police Reforms.

During the Program document period, the Authority will step up its efforts in the day-to-day receipt and investigation of complaints related to disciplinary or criminal offences committed by police officers, conduct inspections of police premises and monitor police operations. This will be effectively executed by enhancing performance management, continuous strengthening of institutional capacity, enhancing outreach programmes, developing the ICT infrastructure and automation of IPOA's functions and continuous engagement of stakeholders. Decentralization of IPOA's services will be a priority area within the period aimed at according Kenyans improved accessibility to its services.

The IPOA's cost estimates proposed in this Program Document are therefore aligned to these priority areas. The total cost estimate for the priority areas amounts to Ksh 1.132 billion out of which 70% goes to decentralization of IPOA's services, 15% goes to investigation of cases and inspections of police premises. The balance of the cost estimates is distributed among development of ICT infrastructure, communication and outreach, stakeholder engagement, performance management and development of staff capacity.

I highly appreciate the Government of Kenya's goodwill to support the cause for police reforms as evident in the stepped up budget allocation for IPOA which has consistently grown and most notably the 43% improvement for 2015/2016. There is optimism that the sustenance of GoK support coupled with IPOA's commitment among other institutions will result to the realization of the desired results expected by the public.

A handwritten signature in black ink, appearing to read 'Macharia Njeru', written over a light blue horizontal line.

**Mr Macharia Njeru**

Chairman, Independent Policing Oversight Authority - IPOA



# Inspiration Statement from Development Partners

Policing in Kenya has made significant strides since the post-election violence that seized the country in 2007 and 2008. That difficult episode energized multiple reforms in Kenya, including those within the police services. Since then, Kenya has witnessed the creation of the National Police Service with a new leadership structure, the advent of the Independent Policing Oversight Authority, the Internal Affairs Unit and investigations into police misconduct, as well as the National Police Service Commission and the transitional vetting of all police officers. Many of these institutions and activities were only visions seven years ago, and now they are realities.

Kenya's development partners involved in police reform, who include Sweden, the United Kingdom, the United States, the Netherlands and the European Union, along with the advice and expertise of the United Nations Office on Drugs and Crime (UNODC), are proud of these accomplishments, especially in the last few years while Kenya has faced an increasingly dangerous terrorist threat that affects us all. Many police officers have lost their lives defending Kenya against terrorists, and unfortunately the threat of violent extremism persists.

These challenges also bring opportunities to further reform Kenya's police services. As the National Police Service is part of Kenya's fight against radicalization, it is vital that the police are responsive to the needs of Kenyan citizens, creating trust and cooperation in communities that should play a part in keeping Kenya safe. Having one unified service that consolidates command and control across the nation will help Kenya fend off its enemies that exploit cracks in security sector cohesion. The development partners also support police reform that is sensitive to gender and ethnic balance, as well as policing that observes human rights and operates within the rule of law. Adherence to those standards elevates Kenya above the criminals it is fighting so hard to defeat.

We applaud all of the work that has been done to complete this revised Police Reform Programme document. We believe that it will be a valuable guide in the development of a reformed police service and look forward to our continued partnership in that reform process. We trust that this programme will continue to receive the support, in terms of authority from Kenyan leadership as well as financially, that is required to turn aspirations into reality and achieve its full implementation.

Development Partners Supporting Police Reforms

Chapter One

# Introduction



## 1.0 Background

The journey of Police reforms in Kenya is now about 12 years old since its inception in 2003. The police reform agenda has been carried on to successive Governments cutting across three regimes to the current dispensation of Jubilee Coalition Government which took over the reforms agenda in March 2013. During this period a lot of reforms have taken place yet a lot more still need to be done.

Security threats have continued to metamorphose and transmute to give rise to emerging threats that are putting much more pressure and demand to the National Police Service to exceed expectation from the public. As we move near the vision of a safe and secure Kenya, a lot more reforms are required, the pace and momentum for reforms need to be increased and critical reform areas identified and fast tracked. The program document 2015–2018 provides a policy framework for implementation of reforms in the National Police Service through which the vision for reforms will be realized.

Since inception, the Government has established several task forces on Police reforms with distinct and successive mandates. The first one was the Task Force on Police reforms (2002–2005) chaired by Dr John P. Mutonyi. It initiated a host of administrative and operational reforms in the then Kenya Police Force and Administration Police Force. This was followed by inception and implementation of the Governance, Justice, Law and Order reforms programme (2006–2009). This programme brought an infusion of synergy in the criminal justice system by integrating soft and hard reforms areas that accelerated administrative, operational preparedness and logistical capacity reforms in the Police.

The second was the technical Steering Committee on Police Reforms of March 2009 which steered implementation of the recommendations of the previous task force and further identified reform gaps in legislative, policy and institutional frameworks establishing the Police. In May 2009, the Government established the third task Force on Police Reforms chaired by Hon Rtd Justice Phillip Ransley. This Task Force was mandated to examine the existing policy, institutional, legislative, administrative and operational structures, systems and strategies in the Police and recommend comprehensive reforms with

a view to enhance police efficiency, effectiveness and institutionalize professionalism and accountability. The Task Force handed over its report in October 2009 and was approved by Cabinet for implementation by December 2009.

Subsequently, the Government established the fourth task force: the Police Reforms Implementation Committee (PRIC) (2010–2012). It was mandated to coordinate, supervise and provide technical guidance and facilitation for the implementation of Police reforms. The Committee published its summative report in June 2012 providing progress and status of all the reform programmes that it had initiated.

In 2010, the Development Partners Working Group on Police Reforms was established chaired by the UK Government. This forum brought together Development Partners from the UK Government, US Government, Swedish Government and Netherlands Government with a view to strategically support reforms and provide a forum for networking, partnership and engagement with the Government of Kenya on Police reforms. Currently, the Development Partners Working Group on Police Reforms is chaired by the US Government. The Development partners established a basket funding arrangement on police reforms and identified UNODC to manage the fund. Other multilateral partners include UNODC, UN Women and Safer World. They have continued to support the Police services and other reform institutions in implementation of various reform priorities.

In 2013, the Ministry of Interior and Coordination of National Government established the Police Reforms Steering Committee (PRSC). It is mandated to provide a framework for coordinating the ongoing Police reforms in the National Police Service and to ensure sustainability of the reforms agenda.

## 1.1 Legislative, Policy and Institutional Context

### The Constitution

The Constitution of Kenya 2010 in 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 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 National Police Service is placed upon the Inspector General of the National Police Service. The Kenya Police Service and Administration Police Service are each headed by a Deputy Inspector General.

### **Security Laws Amendment Act 2014**

Subsequently, the Security Laws Amendment Act 2014 provides in section 85 for the County Coordinating Commander to be designated by the Inspector General from among the county service commanders in order of seniority in rank. The County Coordinating Commander (CCC) is mandated to exercise operational command and control of the county in consultation with the two Deputy Inspector Generals and in a manner that respects the command structure set out in article 245(3) of the Constitution of Kenya 2010.

### **National Police Service Act 2011**

The National Police Service Act 2011 provides for 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 namely: investigation of crimes, collection of criminal intelligence, prevention and detection of crimes and enforcement of laws and regulation with which it is charged. Section 28 of the National Police Service Act 2011 establishes the Directorate of Criminal Investigation under the direction, command and control of the Inspector General. It provides for its functions to include collection and provision of criminal intelligence, investigations of serious crimes, forensic analysis and coordination of county Interpol affairs among others.

A closer zoom into section 87 of the National Police Service Act 2011 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 of 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 - National Police Service.

Further, the National Police Service Act 2011 provides for the unique functions of Administration Police Service to include support to Government agencies in enforcement of administrative function and exercise of lawful duty, provide border patrol and border security, provision of specialized stock theft prevention services, protection of Government property and vital installation and strategic points, conflict management and peace building.

### **National Police Service Commission Act 2011**

The Constitution of Kenya 2010 establishes the National Police Service Commission (NPSC) in Article 246 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 National Police Service. The Commission's core mandate is human capital management in the National Police Service.

### **Independent Policing Oversight Authority Act 2011**

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

## 1.2 Linkages With Vision 2030, Medium Term Plan II 2013± 2017 and Current Institutional Strategic Plans

This program document complements the security sector vision for a safe and secure Kenya as outlined in the Vision 2030 blue print, the medium term plan II (2013–2017). It provides a strategic framework of high impact reform priorities aligned to the strategic plans of the National Police Service, Kenya Police Service, Administration Police Service, Directorate of Criminal Investigation, Internal affairs Unit, National Police Service Commission and the Independent Policing Oversight Authority. It is a one stop overview of reform priorities for all primary institutions charged with responsibility to drive reforms in the National Police Service.

The Medium term plan II (2013–2017) has prioritized 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 that provides for the functions of the National Police Service and National Police Service Commission and the principles of accountability and transparency upon which IPOA is established.

## 1.3 Sustainable Partnerships in Police Reform

The Government has adopted a sector-wide approach to implementation of Police reforms that embraces partnerships as a key strategy. This approach is evidence in the composition of past Police reforms task forces and committees where membership is drawn from line Ministries, Departments and Government agencies, development partners, Private sector and consultant advisors. 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 National Police Service an opportunity to benchmark with the best and enable a learning process from other jurisdictions with successful police reform programmes.

The National Police Service Act 2011 in section 132 provides for continuous and sustainable police reforms by requiring that the responsible Cabinet Secretary and Inspector General 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 and 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.



## Chapter Two

# Situational Analysis



## 2.0 Introduction

This chapter explores the general situation of police reforms in the National Police Service. It focuses on five main aspects, namely the objectives of the previous Program document, recurrent reforms theory and philosophy, building institutional capacity, status of various reform programmes implemented by key reform institutions, investments in police reforms by Government and Development partners and current high impact priority areas of reforms in the National Police Service.

### 2.1 Previous Police Reforms Program Document 2011±2014

The previous police reforms Program document 2011–2014 was founded on the following objectives:

- Develop legal and policy frameworks to govern policing in Kenya
- Build empowered and sustainable institutional structures for policing services
- Enhance professionalism, integrity and accountability in the National Police Service
- Strengthen operational preparedness, logistical capacity and police capability
- Provide Policy guidance and Coordinate Police reforms

Assessment of the extent of realization of the above objectives showed above average performance with most institutions having been successfully established and implementation of reform programmes fairly in course. This program document 2015–2018 seeks to build on this progress and explores possibility for expansion and inclusion of new objective areas. The objectives of reforms in the program document 2015–2018 shall continue to be confined to the 4 pillars of police reforms, as described by Ransley Task Force on Police Reforms and PRIC and adopted by vision 2030 Medium Term Plan II 2013–2017. The Pillars are:

- Pillar 1: Legislative policy and Institutional reforms
- Pillar 2: Police accountability reforms
- Pillar 3: Police professionalism reforms
- Pillar 4: Administrative, operational preparedness, logistical capacity, police tooling and kitting reforms

## 2.2 Theory and Philosophy of Reforms in The National Police Service

The terms reforms, change and transformation have been used interchangeably to mean the same thing in our context of police reforms in Kenya. Reform is a management function which is applied to particular aspects of an organization in partial, total overhaul or complete turnaround of an organization. In Kenya, the magnitude of the reforms in the National Police Service befits a total overhaul description more than any other. It is made necessary due to various factors which may include poor performance, change of leadership, change in operating environment and emergence of new threats, change in Government policies and legislative frameworks, disruptive technologies and change in tastes, preferences and needs of the target customers of the organization among others.

A combination of some or all of these factors led to reforms in the National Police Service. Kenya is undertaking the most comprehensive reforms in the National Police Service, which may perhaps be the largest Police reform program in Africa.

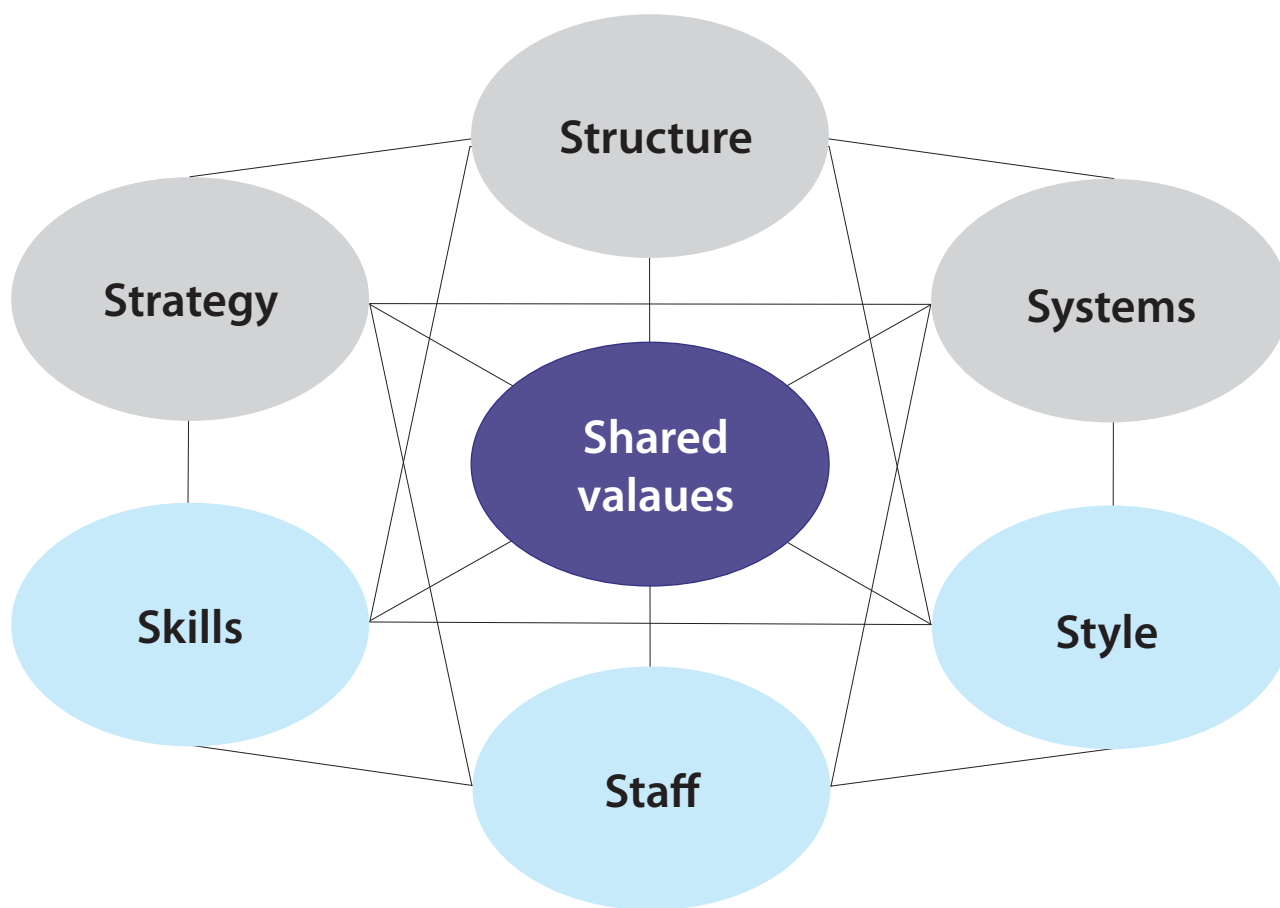
A clear statement of what is being reformed and the desired results of reforms is a critical responsibility of the top and middle level leadership or change champions in the National Police Service. There are conventional strategy frameworks that can help to comprehensively map out the areas where reforms are required in the National Police Service. In 1980, Tom Peter and Robert Waterman consulting for Mckinsey Consultancy firm came up with the S7 (S power 7) conceptual framework for defining what gets reformed and relationship of various reform components in an organization.

The National Police Service has adopted this framework in its definition for what is being reformed. The framework stipulates 7 areas of reforms namely Structures, Strategy, Systems, Skills, Styles, Staff and Shared values.

In 1988, Michael E Porter of Harvard Business School further improved on this framework by combining the lower soft 3s (Skills, Styles, Staff) and called them people and added the aspect of Operating



**Figure 2.1 Relationships of reform components in the National Police Service.**



Environment. He came up with S<sup>3</sup>PE framework namely Structures, Strategy, Systems, People, and Environment (S<sup>3</sup>PE).

## 2.3 Assessment of Past Achievements by Various Institutions for the Period 2011-2015

This section attempts to assess the documented achievements in light of the seven areas highlighted in the reform model adopted by the National Police Service. For clarity and focus, we take a systematic approach of focusing on achievements at institutional level separately.

### 2.3.1 National Police Service

#### 2.3.1.1 National Police Service Headquarters

During the period under review, the program document set out to enact the National Police Service Act 2011 to give effect to the provisions of the Constitution of Kenya 2010 on establishment of the National Police Service. It also aimed at building sustainable institution structures for the National

Police Service Headquarters through development, adoption and operationalization of regulatory and policy frameworks. The following were achieved during the period.

- Amendments to various clauses of the National Police Service Act 2011
- The organization structure for the NPS and job descriptions were developed and adopted. The IG's office now comprises of 5 directorates i.e. Police Reforms, Administration, Planning and Finance, Human Capital Development, Operations Audit and Chief of Staff each headed by an officer of AIG Rank. The IG is deputized by a Principal Assistant of SAIG rank
- Appointments of County Coordinating Commanders of the National Police Service in accordance to section 85 of the Security Laws amendment Act 2014
- Development of NPS strategic plan 2014–2018.
- Development of Service Standing Orders (SSO's) for the NPS
- Development of a National Policy on Community Policing

- Physical infrastructure installation and operationalization of the Integrated Command, Control and Communication Centre (IC<sup>3</sup>) to provide ICT business solution to police operations
- Adoption of a new ranking structure and assignment of new ranks to Police officers
- Organization of County Command structure and creation of the position of Coordinating Commander in Counties

### 2.3.1.2 Internal Affairs Unit (IAU)

During the period under review, the program document targeted to have a fully established IAU by carrying out an audit of the existing internal accountability mechanisms in the Police services, development of IAU policy, deployments of officers, providing office space and equipment, building operational systems, strengthening IAU capacity and developing standard operating procedures for the IAU. Towards this target, the following was achieved.:

- IAU was established under section 87 of the NPS Act 2011 and its Governance structure, functions and powers provided including relationships with IPOA among others
- Internal advertising, short listing, interviewing and selection of 90 Investigators for the IAU
- The Director of Internal Affairs Unit was appointed.
- Vetting of IAU investigators by National Police Service Commission is on-going
- A proposed draft training curriculum for IAU Investigators was developed
- Developed a standard operating system and procedures as well as a draft Policy Guideline for the IAU

### 2.3.1.3 Kenya Police Service

The Kenya Police Service is one of the constituent services of the National Police Service. Apart from the common functions of both services, the Kenya Police Service is mandated to provide the following unique services namely investigation of crimes, collection of criminal intelligence, prevention and detection of crimes and enforcement of laws and regulation with which it is charged.

During the period under review the Kenya Police Service was expected to operationalize the NPS Act 2011, fill the position of deputy Inspector General, operationalize the Police Reform unit for the service

and implement various reform programs in community policing, develop and operationalize a code of ethics, develop and implement new police training curriculum, strengthen operational preparedness through acquisition of appropriate tooling and kitting for police officers, and develop model police stations and posts for delivery of quality policing services.

During the period under review the following was achieved:

- Community policing pilot project at Kikuyu Police station was completed with support from The Government of Sweden
- The Nyumba Kumi initiative was introduced by the Ministry to strengthen community policing operations at the village and households level. This initiative complements the existing community policing program which requires reforms
- A new police training curriculum, as well as training materials for modules on community policing, forensic investigation and crime scene management were developed
- Pending external evaluation of the curriculum, the Police training colleges have internally evaluated the curriculum and made some adjustments to the course
- The police training colleges were accredited to issue Diplomas and post graduate Diplomas in Police Science
- Training of instructors in police training colleges on the new curriculum was completed to 60%
- A total of 629 police vehicles were provided to Kenya Police Service on a leasing arrangement in 201
- Insurance cover was provided to police officers.
- There has been continuous improvement in police housing with a total of 1,534 housing units being provided, 31 office blocks being built, 1,536 housing units leased, 9 office blocks leased as well as 520 projects on housing units and 16 projects on the administration block still ongoing
- The Police salaries improvement scheme was completed as per the adjusted and harmonized salaries increment plan
- A pilot survey for a model police station was carried out for Central, Ngong, Tot, Isibania, Bamaba and Kaloleni Police stations. The plans are pending implementation

- A total of 10,983 Kenya Police officers are housed and the number of officers not decently housed stands at 28,255

### **2.3.1.4 The Directorate of Criminal Investigation (DCI)**

National Police Service Act 2011 in Section 28 establishes the Directorate of Criminal Investigation (DCI) under the direction, command and control of the Inspector General. It is a constituent part of the Kenya Police Service performing a specialized function. It provides for its functions to include collection and provision of criminal intelligence, investigations of serious crimes, forensic analysis and coordination of county Interpol affairs among others. During the period under review, DCI has accomplished the following

- A strengthened DCI was re-established under the NPS Act 2011
- The position of DCI was procured as per the NPS Act 2011
- Development of Intelligence Led Policy framework is ongoing
- DCI is in the process of developing a new training curriculum for the DCI officers
- Trained Police officers in the specialized units such as Cyber Crime, Land Fraud Investigation, Insurance Fraud Investigation, Capital Markets Authority Fraud, Intelligence Led Policing, Anti-terrorism, Explosives and Forensic Investigations.
- Acquisition of the following specialized equipment for DCI: Finger Print Matching Machine, APFIS networking and services, Forensic Science Laboratory construction and equipping is ongoing and CCTV surveillance.
- Establishment of DCI Police Reform units

### **2.3.1.5 Administration Police Service**

The Administration Police Service is one of the constituent services of the National Police Service. Apart from the common functions of both services, the Administration Police Service is mandated to provide the following unique services: support Government agencies in enforcement of administrative function and exercise of lawful duty, provide border patrol and border security, provision of specialized stock theft prevention services, protection of Government property and vital installation and strategic points as well as conflict management and peace building.

The Administration Police Service was expected to fill the position of a Deputy Inspector General APS, carry out institutional capacity development to position the institution for its new mandate, operationalize the Police Reform unit for the service and implement various reform programs in community policing. The Service was also expected to implement the new police training curriculum, provide adequate tooling, kitting and equipment to police officers and monitor and evaluate the progress in police reforms.

During the period under review the following were accomplished:

- Improved understanding and appreciation of legal and institutional framework for effective operations and transformation of the Service
- APS Institutional capacity strengthening through transformational leadership, change management and empowerment of APS officers
- Enhanced public safety and security
- Improvement of logistical capacity and provision of improved physical infrastructure for better operational preparedness
- Sustained, accountable policing practices, public trust and positive image of APS
- Institutionalized the APS Annual Commanders Conference attended by over 400 APS commanders annually and held consecutive Senior Commanders' management and reform meetings
- Training of 300 AP's in ranks of Commissioner and above on new legislative frameworks, functions and enabling instruments, Training of 300 APS officers in ranks of Commissioner and above on institutional capacity strengthening through transformational leadership, change management and empowerment of APS officers and trained serving AP officers in various development, middle level and senior management courses
- Trained over 10,000 recruit Administration Police officers under the revised training curriculum for recruits and Cadet officers
- Bilateral Collaboration for In-service Training both Locally and Overseas in various fields of specialty
- Acquisition of two more training schools; APSSC Emali and Border School- Kitui
- Housing improved through purchase of 640 units, constructed 703 units and leased 37 units

- Acquisition of APS vehicles and vessels for surveillance and troop's transportation including leasing of 450 new vehicles
- Improved kitting and tooling equipment for police operations
- Institutionalized ICT to improve efficiency in operations
- Improved Radio Communication equipment.
- Collaboration with international partners in establishment of an Operational Intelligence Unit that now provides informed decision making for operation preparedness and response to policing work
- Enhancement of the Peace Cop operations in conflict mitigation, monitoring and peace building operations
- Set up border point base camps for the Administration Police Rural Border Patrol Unit.
- Community policing pilot project at Kikuyu Police station was completed with support from The Government of Sweden
- The Nyumba Kumi initiative was introduced by the Ministry to strengthen community policing operations at the village and households level. This initiative complements the community policing program
- A new police training curriculum, as well as training materials for modules on community policing, forensic investigation and crime scene management were developed
- Pending external evaluation of the curriculum, the Police training colleges have internally evaluated the curriculum and made some adjustments to the course
- The Police training colleges were accredited to issue Diplomas and post graduate Diplomas in Police Science
- Training of instructors in police training colleges on the new curriculum was completed to 60%

### 2.3.2 National Police Service Commission

The National Police Service Commission is established under article 246 of the Constitution of Kenya, 2010 and given effect by the National Police Service Commission Act - NPSC Act 2011. The Commission is mandated to manage and oversee the human capital function of the National Police Service. The Mission of the Commission is to transform and manage the human capital of the National Police

Service for efficiency and effectiveness in delivery of quality policing services in Kenya.

During the period under review, the National Police Service Commission underwent formative stages of the institution. The objectives for the National Police Service Commission under the program document were to establish the legal and policy framework for NPSC through enactment of NPSC Act, establish operating structures for a sustainable institution and develop regulatory and policy framework for managing human capital in the National Police Service.

During the period under review, the following have been achieved:

- NPSC commissioners were appointed and process of replacement of 2 who have left is ongoing
- Recruitment of NPSC staff up to 90 percent of establishment
- Development of NPSC strategic plan 2013–2018
- Development of NPSC HR strategy, Communication Strategies
- Procurement and installation of website and necessary hardware and software for communication
- Benchmarking visits to Europe, South Africa and Botswana
- Development of Human Resource Management policies and regulations for the National Police Service i.e. Regulations on police vetting, recruitment and appointment, transfers and deployment, promotions and discipline
- Vetting of 198 Police officers of Senior ranks and assignment of new ranks to vetted officers as per the amended NPS Act 2011
- Sensitization on vetting of 1772 police officers in the ranks of SP and above whose vetting is ongoing
- NPSC has established partnerships and collaboration with institutions such as LSK, KHRC, Gender and Equality Commission, IMLU, ICJ and ICTJ

### 2.3.3 Independent Policing Oversight Authority

Independent Policing Oversight Authority (IPOA) has been in operation since June 2012. IPOA is one of

the police reform institutions expected to contribute towards transformation of the NPS into an efficient and accountable service with the highest standards of professionalism. It derives its origin from the spirit and letter of the Constitution of Kenya 2010 Article 244 on objects and functions of the National Police Service that demands the National Police Service to prevent corruption and promote and practice transparency and accountability.

Within the review period, IPOA has executed its functions as stipulated in IPOA Act No. 35 of 2011. Some of the key achievements include:

- Development of the Strategic Plan 2014–2018
- On institutional strengthening, the Authority recruited 69 employees during the period. 20 were investigators and 11 were complaint management officers
- Training of 74 IPOA staff on human rights through the support of UNODC. Other trainings to specific technical staff included: Civilian Oversight and investigation processes (16 staff); crime scene management (26 staff)
- Formulation and approval of 14 policies and procedures; Experiential learning visits to England, Northern Ireland and South Africa sponsored by British High Commissioner
- Technical Assistance support was provided by UNODC on various capacity building areas including development of Strategic Plan, Investigations manual, HR manual, Complaints Handling Mechanism
- IPOA communication policy developed and adopted
- A total of 3246 complaints against police actions were received during the year of which 147 investigation cases were finalized out of which 14 of these were submitted to the Office of the Director of Public Prosecutions and 4 recommended for prosecution. Investigations for other complaints are ongoing
- The Authority inspected 264 police premises and detention facilities upon which recommendations were made to the Officers in Charge of Stations for action within agreed timelines
- Further, the Authority monitored 12 police operations, key among them the 'Operation Usalama Watch' whose aim according to the NPS was to curb the rising spate of terrorist attacks

in the country. Recommendations were made and presented to the Inspector General of Police to address identified areas of concern observed during the operation

- The Authority continued to cooperate with the National Police Service and all related agencies and stakeholders in carrying out its work and is engaging the WPA, ODPP, and EACC towards entering into MOU's aimed at establishing formal working relationships of mutual interest
- Initiated Outstanding Police Service Awards, with the inaugural ceremony being held on 12th March 2015

## 2.4 Investments in Police Reforms

### 2.4.1 Government of Kenya

The National Treasury has continued to incrementally allocate the National Police Service, National Police Service and Independent Policing Oversight Authority financial resources to carry out their mandate. This has been done to the extent possible amid constraints in budgetary allocations facing all Government Ministries, Departments and Agencies. During the period under review, the Government invested a total of Ksh. 184 Billion for recurrent and Development expenditure cumulatively. Some of the major investment has been in improving police operational preparedness, logistical capacity, mobility, tooling and kitting. See details in table 2.1.

### 2.4.2 Development Partners

Development Partners have invested approximately Ksh 1.45 Billion in Police Reforms during the period under review. Some of this support is ongoing with programmes running beyond 2015. The Key Development Partners are the US Government, UK Government, Government of Sweden, the Netherlands Government and Israel Government. Some of these resources have been channeled through the Basket Fund arrangement administered by UNODC. See table 2.2

## 2.5 Police Reforms Policy Direction and Coordination

The National Police Service Act 2011 provides for sustainability of police reforms under the policy direction and coordination of the Ministry. During

the period under review the Ministry has achieved the following pursuant to its obligations.

- Gazettement of Police Reforms Steering Committee which has since then been renewed two times on annual basis. The current Gazette notice expired on 20th February 2015 and needs to be renewed to extend the PRSC term of office
- Appointment of a Police Reforms Coordinator in middle management level at the Ministry Headquarters and three support staff for the secretariat. The PRSC secretariat needs to be strengthened with more personnel, budgetary resources and equipment as per the projections in the Program document 2011–2013
- The Basket Fund Management by UNODC has been fully established and Basket Fund management staff recruited as per the program document plan
- PRSC meetings and activities have been held regularly as per schedule in the program document except when rescheduling is inevitable. The Program Governance Committee needs to be supported to hold regular meetings as expected
- Joint Monitoring of police reform activities need to be carried out to provide the Ministry, National Police Service and Development partners an opportunity to track progress and discuss ways of improvement jointly

## 2.6 Lessons Learnt from Recent Reforms in The National Police Service

Over the recent past of about 6 years since 2009, mammoth and far reaching reforms that have redefined the architectural frameworks and operating landscape in the National Police Service have been undertaken. Consequently, important lessons have been learnt. These lessons are worth noting for future improvement and reference by any other jurisdiction that may wish to learn from Kenyan experience.

- i. The National Task Force on Police Reforms (2009) was clear that the decision of a merger between the Kenya Police Service and Administration Police Service was a difficult one. In its recommendations contained in page 38 of the report, the Task Force was of the view

that the merger should not be undertaken at that particular stage and time. The gap in this recommendation is that it indicates possibility of a merger at an unknown time. This gap has been the subject of diverse interpretations by implementers and stakeholder institutions. The need for decisive recommendation that is not subject to misinterpretation for such a critical term of reference for the Task Force cannot be overemphasized

- ii. Informed by the public views and the position of the report of the National Task Force on Police Reforms (2009), the Constitution of Kenya 2010 legislated the partial merger status in to the supreme law by providing for article 243 where it established National Police Service consisting of Kenya Police Service and Administration Police Service and subsequent articles that provides for the structure and command of the National Police Service. The lessons learnt from this constitutional situation is that like in many other partial merger experiences, integrating the culture, shared values, operational systems, shared strategy at strategic level, building a team performance, distribution of resources and harmonizing styles of work remains a daunting task for the leadership of National Police Service
- iii. In restructuring, reorganization, realigning, redefining roles and functions and reengineering business processes and service delivery is quite obvious. By deliberately altering the architectural framework of National Police Service, new institutions were born. These saw establishment of National Police Service (NPS), National Police Service Commission (NPSC), Independent Policing Oversight Authority (IPOA), Directorate of Criminal Investigations (DCI), Internal Affairs Unit (IAU), County Policing Authority (CPA) and Police Associations among others. The lesson learnt is that while there is nothing wrong with bearing twins, triplets, quadruplets and many more institutions at the same time, the competition of spheres of influence is bound to arise. The push and pull during simultaneous take off and interpretation of legitimate mandates and functions characterised by stepping on each other was experienced in the formative days of these institutions. This experience can be avoided through phased establishment of the

- Institutions to allow time for each institution to form and prepare to support the next complimentary institution
- iv. A major institutional reform initiative by Government that may go beyond 5 years constitutional period for any Government, may risk loss of momentum and continuity especially if the succeeding Government comes with new priorities in their manifesto that are different from the previous. Passion and transformational leadership at the policy and strategic level of the Ministry and the National Police Service Leadership are mission critical factors for sustainable reforms
  - v. Use of International Experts and Police Advisors has proven to be an effective way of benchmarking against policing experiences internationally. However, twinning this Technical Assistance with local experiences can go a long way in value addition to the advisory products as it facilitates mainstreaming of Government policy and language in the strategic documents, papers and manuals developed by International Police Advisors and Experts. Participation and genuine consultation with the National Police Service will improve the quality of the policies and strategies developed
  - vi. Development of clear performance indicators and carrying out of frequent monitoring to ensure delivery of results by those charged with responsibility of reforms is very critical in the reform process
  - vii. Resistance and denial to change during the reform process should be identified and be dealt with before it prolongs. This situation ridicules those serious with reforms
  - viii. Reforms in police culture, shared values, styles, skills and people management including police welfare and motivation are the least achieved areas. The identified transformation areas including cleanliness of police work and living environment is a step in the right direction
  - ix. Investment in reforms is inevitable if meaningful reforms are to be realised. With the current capital investment in Police modernization to address police mobility, technology in policing, CCTV surveillance, tooling and equipment, operational capacity of police officers have been greatly improved. No cost reforms are a good entry but ultimately the no cost areas have to be complemented with reforms that require resources. Police vehicles are the most improved area, while police housing is still a major challenge. Similar strategies such as leasing, BOT and PPP need to be employed to solve police housing problem

**Table 2.1 National Treasury Budget allocation to National Police Service for the period 2012 – 2015 FY**

| Financial Year & NPS Institution              | 2012/13     |              | 2013/14       |              | 2014/15       |              | TOTALS         |
|-----------------------------------------------|-------------|--------------|---------------|--------------|---------------|--------------|----------------|
|                                               | Rec.        | Dev.         | Rec.          | Dev.         | Rec.          | Dev.         |                |
|                                               | Ksh. B      | Ksh. B       | Ksh. B        | Ksh. B       | Ksh. B        | Ksh. B       | Ksh. B         |
| IG Office                                     | -           | -            | 12.061        | 0.589        | 9.733         | 1.842        | <b>24.225</b>  |
| Kenya Police Service                          | 25.085      | 2.483        | 26.671        | 0.277        | 29.571        | 2.160        | <b>86.247</b>  |
| Administration Police Service                 | 18.633      | 0.878        | 19.154        | 0.229        | 20.750        | 0.09         | <b>59.734</b>  |
| Directorate of Criminal Investigation         | 2.943       | 0.631        | 4.281         | 0.403        | 3.071         | 0.572        | <b>11.901</b>  |
| National Police Service Commission NPSC       | 0.293       | -            | 0.331         | -            | 0.278         |              | <b>0.902</b>   |
| Independent Policing Oversight Authority IPOA | 0.246       | -            | 0.254         | -            | 0.270         |              | <b>0.770</b>   |
| <b>TOTALS</b>                                 | <b>47.2</b> | <b>3.992</b> | <b>62.752</b> | <b>1.498</b> | <b>63.673</b> | <b>4.664</b> | <b>183.779</b> |

Source: National Treasury

**Table 2.2 Development Partners support to Police Reforms for the period 2010–2014**

| Partner                    | Institution Supported                           | Cost<br>(USD, Pounds,<br>SEK) | Remarks                        | Totals in Ksh<br>Billion |
|----------------------------|-------------------------------------------------|-------------------------------|--------------------------------|--------------------------|
| United States Government   | National Police Service (NPS)<br>IPOA<br>NPSC   | \$13,400,000                  | 2012–2015                      |                          |
|                            | NPS<br>IPOA<br>NPSC<br>Ministry of the Interior | \$900,000                     | 2011–2014<br>UNODC-implemented |                          |
| <b>Sub Total</b>           |                                                 | <b>\$14,300,000</b>           |                                |                          |
| Government of Sweden       | PRIC<br>NPS<br>PRSC                             | SEK 22,000,000                | 2010–2014                      |                          |
|                            | NPS<br>IPOA<br>NPSC                             | SEK 44,500,000                | 2013–2016                      |                          |
| <b>Sub Total</b>           |                                                 | <b>SEK. 66,500,000</b>        |                                | <b>0.765</b>             |
| UK Government              | NPS                                             | £310,000                      | 2013                           |                          |
|                            | OIG, IPOA, NPSC                                 | £413,000                      | 2011–14                        |                          |
|                            | NPS                                             | £325,000                      | 2014–17                        |                          |
|                            | OIG,                                            | £200,000                      | 2015                           |                          |
| <b>Sub Total</b>           |                                                 | <b>£1,248,000</b>             |                                | <b>0.188</b>             |
| The Netherlands Government | SaferWorld and Usalama<br>Forum                 | €1,677,000                    | Activity ended on<br>31.1.2015 |                          |
|                            | Independent Medico-legal<br>Unit                | €546,000                      | Activity ongoing               |                          |
| <b>Sub Total</b>           |                                                 | <b>€2,223,000</b>             |                                | <b>0.238</b>             |
| The Israel Government      | NPS                                             | \$ 10,000                     | 2014                           |                          |
| <b>Sub Total</b>           |                                                 |                               | <b>\$10,000</b>                | <b>0.0001</b>            |
| <b>GRAND TOTAL</b>         |                                                 |                               |                                | <b>1.4501</b>            |

Source: Development Partners Working Group on Police Reforms





## Chapter Three

# Strategic Framework for Reforms in the National Police Service



### 3.0 Introduction

The second Program Document 2015–2018 provides a paradigm shift from the first police reforms program document by decentralizing reforms to institutional level while maintaining the 4 shared strategic pillars of reforms. Reforms are being implemented by three distinct but performance-wise interdependent institutions with distinct and concurrent reform functions such as police accountability and professionalism.

The theoretical framework of S7 and S3PE by McKinsey and Michael E. Porter, respectively, aligned to the shared strategic pillars of reforms, provides a more clear definition of what exactly needs to continue being reformed in the National Police Service. Operating environment is a shared component by NPS, NPSC and IPOA at strategic level in terms of political, social and economic environment. Shared values are unique to institutions but an ideal situation for reforms is where NPS, NPSC and IPOA share a fiber of values to great extent.

### 3.1 Transformation Vision

Professor John P. Kotter of Harvard Business School emphasizes the importance of vision in creating a climate for change in an organization. The vision is framed in a manner that inspires the people to act with urgency towards its realization. The vision for this second Police reforms Program Document 2015–2018 is **“Quality Policing Services for a Safe and Secure Kenya”**.

### 3.2 The Reform Aphorism

The aphorism or popularly known Motto of this strategy is **“Service to all with Trust and Justice” or “Utumishi kwa wote kwa Uaminifu na Haki”** in Kiswahili. This aphorism synergizes and adds value by putting together the aphorism for Kenya Police Service and Administration Police Service. In this strategy, KPS will bring in Service to all and APS shall bring Trust and Justice. The combination forms a rallying call for all police officers and a foundation for shared values.

**Figure 3.1 Police Reforms Pillars alongside S3PE framework**



### 3.3 Shared Values

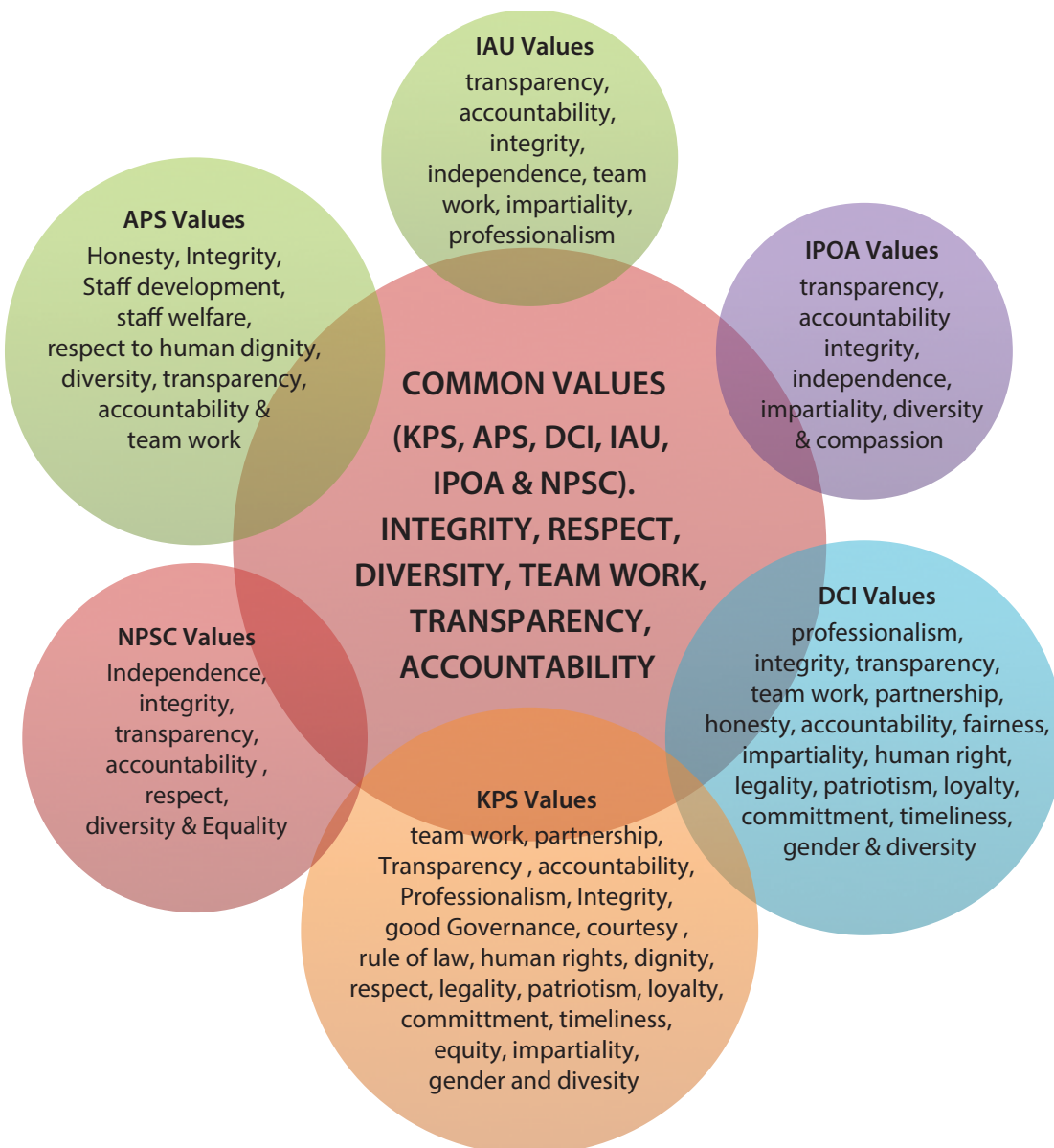
Shared values are the fiber that networks all the primary players in the Police reforms. Shared values drives Structures, Strategy, Systems, Skills, Styles, and Staff and further influences the operating environment.

Shared values are one of the greatest challenges faced whenever organizations choose to go for partial or complete mergers. This strategy proposes a culture, attitude and value reengineering so that there can emerge shared values for National Police Service.

The National Police Service Commission and Independent Policing Oversight Authority may have a different set of values but to great extent they should share the same values with NPS. The shared values are:

- Integrity
- Respect
- Diversity
- Team work
- Transparency &
- Accountability

**Figure 3.2 Reform Institutions Common Values framework**



### 3.4 Shared Strategic Objectives

This strategy framework for implementation of priority reforms in the National Police Service will contribute towards the following strategic objectives.

- i. Strengthen the policy and institutional frameworks of police reform institutions
- ii. Increase capacities for internal and external accountability, transparency and prevention of corruption
- iii. Build capacity for strategic human resource management and professionalism in the National Police Service
- iv. Re-engineer police capabilities through improving operational preparedness, logistical capacity, tooling and kitting
- v. Improve police welfare through development and implementation of a framework for motivation of the National Police Service

### 3.5 Priority Reforms Strategies and Activities for Institutions

#### 3.5.1 National Police Service

##### 3.5.1.1 National Police Service Headquarters

National Police Service Headquarters has prioritized the following reform programmes in the coming medium term period of the Program document 2015–2018.

#### **Objective 1: Strengthen the policy and institutional framework of the National Police Service**

##### **Strategy 1: Finalize, Gazette and Implement the new SSO's**

- Activity 1.1 Review existing gaps in the draft SSO's taking cognizance of emerging changes in the system such as introduction of IC<sup>3</sup> in the command and control and the new county command as per section 85 of the Security Laws Amendment Act 2014
- Activity 1.2 Gazette and mass publication of SSO's
- Activity 1.3 Dissemination and distribution of SSO's to all the police stations, AP Posts, formations and Units

Activity 1.4 Launch of SSO's and Communication to the Police officers including recalling and surrender of the old FSO's for archiving

Activity 1.5 Monitoring and evaluation of the implementation of SSO's

#### **Strategy 2: Operationalize NPS command and control at the counties including police formations and units**

Activity 2.1 Organize regular joint sensitization workshops for all the service County commanders on the reorganization of county commands and introduction of a position for county coordinating commander and implications

Activity 2.2 Develop and issue a circular on clear job descriptions, roles and responsibilities of the county coordinating commander

#### **Strategy 3: Operationalize County Policing Authority**

Activity 3.1 Appoint the County Coordinating Commander, DCI commander and other Service county commander as technical members of the County Policing Authority in each county

Activity 3.2 Communicate the guidelines on County Policing authorities and provide roles and responsibilities expected of police members of the CPA

#### **Strategy 4: Strengthen policy and management communications and consultations across KPS, APS and DCI**

Activity 4.1 Initiate regular quarterly senior management joint meetings for KPS, APS and DCI to discuss emerging reform policy issues affecting NPS

Activity 4.2 Initiate an annual NPS conference for senior management from KPS, APS and DCI headquarters, directorates, county commands, formations and units to review achievements, challenges and share experiences

Activity 4.3 Establish NPS annual regional conferences for OCS and APS sub-county commanders to precede NPS annual conference

## **Objective 2: Increase capacities for internal and external accountability, transparency and prevention of corruption**

### **Strategy 1: Promote principles and values of accountability and transparency for prevention of corruption in the National Police Service**

- Activity 1.1 Develop NPS corruption prevention policy, guidelines and work plan
- Activity 1.2 Implement corruption prevention strategy for the National Police Service
- Activity 1.3 Review the code of conduct for the National Police Service
- Activity 1.4 Establish and launch a corruption incidences reporting SMS platform by police officers and members of Public

## **Objective 3: Develop a framework for motivation in the National Police Service for transformation and improvement of police welfare**

### **Strategy 1: Transformation of the National Police Service**

- Activity 1.1 Develop a transformation strategy for the National Police Service with clearly identified transformation results areas
- Activity 1.2 Oversee implementation of transformation strategy in 4 areas
  - a) Cleanliness of police work and living environments
  - b) Friendliness of police officers to colleagues and public
  - c) Orderliness of police officers and
  - d) Police officers respect for law and order
- Activity 1.3 Provide leadership and policy guidance to KPS, APS and DCI on implementation of the following NPS Transformation pillars
  - a) NPS Organization Culture
  - b) People Management and transformational leadership
  - c) Partnerships and networking and collaborations
  - d) NPS Infrastructural gaps

## **Strategy 2: Reengineer culture, attitude and values change in the National Police Service**

- Activity 2.1 Carry out a study on dominant police culture, attitude, values and the way they manifest in the National Police Service with a view to identify strengths and gaps and ways of enhancing delivery of National Police Service strategy in line with the NPS shared aphorism
- Activity 2.2 Carry out a study of police supervisory and management styles that shape behaviors of junior officers with a view to identifying strengths, gaps and ways of enhancing delivery of National Police Service strategy in line with the NPS shared aphorism
- Activity 2.3 Develop value tunes, short documentary clips and articles to promote positive shared values in the National Police Service
- Activity 2.4 Communicate the value tunes, short documentary clips and articles to promote positive shared values in the National Police Service through appropriate media and forums
- Activity 2.5 Initiate a National Police Service Value magazine to be published quarterly by an editorial board drawn from across the services

## **Strategy 3: Improve the work and living environment for police officers**

- Activity 3.1 Refurbishment and face lift of Police stations and APS posts including construction of a perimeter wall and gate
- Activity 3.2 Refurbishment and facelift of police lines and AP lines including development of a perimeter wall and gate
- Activity 3.3 Develop a concept note on strengthening management of police stations through local community participation
- Activity 3.4 Implement the concept note on strengthening management of police stations through local community participation

## **Objective 4: Build capacity for strategic human resource management and professionalism in the National Police Service**

### **Strategy 1: Evaluate the 2011 police training curriculum for basic and cadet courses and submit to NPSC for approval**

- Activity 1.1 Carry out a summative evaluation of the National Police Service basic recruits and cadet recruits training curriculum 2011 and submit recommendations to NPSC for curriculum approval
- Activity 1.2 Identify proposals for changes in content, duration of training, examination and certification
- Activity 1.3 Conduct an assessment of the existing training materials and facilities being used to deliver the Police training curriculum
- Activity 1.4 Development of training materials and modules for delivery of other general units of the police training curriculum in liaison with NPS
- Activity 1.5 Develop training modules on specialized areas, including Anti-Corruption, Code of Conduct, Gender and Human Rights and Accountability

## **Objective 5: Re-engineer police capabilities through improving operational preparedness, logistical capacity, tooling and kitting**

### **Strategy 1: Operationalize Integrated Command Control and Communication IC<sup>3</sup> center**

- Activity 1.1 Facilitate adoption of a digital system for command, control and communication to enable utilization of voice, data and visual surveillance in police operations
- Activity 1.2 Establish IC<sup>3</sup> as a formation in order to build and strength its functions, command and relationship with other existing structure in NPS to ensure sustainability
- Activity 1.3 Monitor and evaluate application of standards that conform to best practices in integrated command, control and communication for police operations

## **Strategy 2. Implementation of Police modernization plan**

- Activity 2.1 Improve police mobility
- Activity 2.2 Provide nonresidential buildings for police officers
- Activity 2.3 Provide residential buildings for police officers
- Activity 2.4 Provide adequate police security equipment

### **3.5.1.2 Internal Affairs Unit - IAU**

The following are priority reform areas for IAU of the National Police Service

## **Objective 1: Strengthen the policy and institutional framework of IAU**

### **Strategy 1: Build a strong Governance system of IAU as an independent institution as provided for in the law**

- Activity 1.1 Complete and operationalize the organization structure for IAU
- Activity 1.2 Complete IAU Strategic plan

### **Strategy 2: Decentralize IAU in a phased approach**

- Activity 2.1 Establish IAU headquarters in Nairobi in a separate physical location from NPS Headquarters
- Activity 2.2 Establish IAU regional offices in Nairobi, Kisumu, Nakuru, Eldoret, Mombasa and Meru

## **Objective 2: Increase capacities for internal and external accountability, transparency and prevention of corruption**

### **Strategy 1: Develop operating systems for IAU**

- Activity 1.1 Develop a digital complaints management system for IAU
- Activity 1.2 Provide Infrastructure and office equipment for IAU
- Activity 1.3 Provide adequate mobility and logistics for IAU
- Activity 1.4 Provide tooling and Kitting of all the IAU staff
- Activity 1.5 Establish a resource centre/Library at the IAU Headquarters

## **Strategy 2: Human resource development for IAU**

- Activity 2.1 Recruit investigators, crime and intelligence analysts for IAU
- Activity 2.2 Deploy all recruited staff of IAU to required strength
- Activity 2.3 Evaluate the training curriculum for IAU
- Activity 2.4 Training of all IAU members on basic investigations skills
- Activity 2.5 Train IAU members of inspectorate and above advanced investigations
- Activity 2.6 Benchmarking visits and training to other IAU institutions in successfully jurisdictions
- Activity 2.7 Organize IAU Staff retreats

## **Strategy 3: Communication and advocacy**

- Activity 3.1 Develop an IAU communication strategy
- Activity 3.2 Development of IEC materials for communications and briefs
- Activity 3.3 Media outreach programme for audio visual communication
- Activity 3.4 Development of IAU website
- Activity 3.5 Branding of IAU
- Activity 3.6 Police officers' sensitization programmes on the mandate of IAU and its operations

## **Strategy 4: Build strong partnerships, networks and collaborations with relevant oversight institutions**

- Activity 4.1 Collaboration with other police oversight body's i.e IPOA, NPSC, CAJ, EACC, ODPP, Judiciary among others
- Activity 4.2 Initiate a semiannual IAU conference for the NPS and other reform institutions
- Activity 4.3 Establish MOUs/linkage with support institutions e.g. Safaricom for access to data/information

## **Strategy 5: Implement Strategy on fight against corruption within the NPS**

- Activity 5.1 Develop and maintain a data base of corruption cases in the NPS
- Activity 5.2 Build capacity of integrity officers to serve as anti-corruption whistle blowers among police officers
- Activity 5.3 Sensitize police officers corruption prevention

- Activity 5.4 Introduce annual integrity award for the officers demonstrating best fight against corruption

### **3.5.1.3 Kenya Police Service**

The Kenya Police Service has identified the following priority areas.

## **Objective 1: Strengthen the policy and institutional framework of Kenya Police Service**

### **Strategy 1: Development and dissemination of Policies**

- Activity 1.1 Collection of amended NPS Act, NPSC Act, IPOA Act and Security Laws Amendment Act 2014
- Activity 1.2 Dissemination of Police Acts to all the County commanders from KPS
- Activity 1.3 Development of County Policing Authority Policy
- Activity 1.4 Complete and launch Gender mainstreaming Policy for KPS
- Activity 1.5 Complete and launch corruption prevention policy for KPS
- Activity 1.6 Complete and launch fleet management policy for KPS
- Activity 1.7 Dissemination of gender, corruption and fleet management policies to all the county commanders from KPS

### **Strategy 2: Strengthen policy and management communications across directorates, county commands, formations and units**

- Activity 2.1 Introduce regular quarterly directorates senior management joint meetings convened by DIG - KPS to discuss emerging reform policy issues affecting KPS
- Activity 2.2 Introduce KPS annual conference for senior management from headquarters, directorates, county commands, formations and units to review achievements, challenges, share experience and discuss way forward on emerging reforms in the KPS
- Activity 2.3 Establish an annual award for the most reformed directorate, county command, formations and units in KPS against a certain criteria of reforms

## **Objective 2: Increase capacities for internal accountability, transparency and prevention of corruption**

### **Strategy 1: Cooperation and support provision to IAU and IPOA**

- Activity 1.1 Promptly facilitate inquiries by IAU and IPOA on any matter under their mandate
- Activity 1.2 Sensitize all directorates, county commanders, formations and units of KPS on the functions and the need to cooperate with IAU and IPOA
- Activity 1.3 Designate all officers commanding stations and commanders of formations and units as liaison officers for IAU for any inquiries under their jurisdictions

### **Strategy 2: Prevention of corruption in the Kenya Police Service**

- Activity 2.1 Implement corruption prevention policy of KPS
- Activity 2.2 Hold joint police and public forums to sensitize the public and police against corruption
- Activity 2.3 Develop Information, Education and Communication materials to educate police officers against corruption
- Activity 2.4 Strengthen the role of integrity officers at directorates, police stations, police divisions, formations and units as whistle blowers against corruption at KPS
- Activity 2.5 Establish corruption prevention committees at directorates, police stations, divisions, county commanders' offices, formations and units for KPS

## **Objective 3: Build capacity for strategic human resource management and professionalism in the Kenya Police Service**

### **Strategy 1: Training and capacity building of officers**

- Activity 1.1 Train KPS inspectorate on advanced crime investigations
- Activity 1.2 Train KPS crime branch officers on basic crime investigations
- Activity 1.3 Train KPS members of inspectorates

on middle level management courses in partnership with Kenya School of Government Campuses and station/ Company commanders' course at their respective colleges

- Activity 1.4 Train KPS inspectorate on culture and values transformation
- Activity 1.5 Mainstream Anti-Corruption training in Kenya Police training of college recruits and in service training courses
- Activity 1.6 Develop a training manual on the Code of Conduct and Ethics for KPS
- Activity 1.7 Sensitize all KPS officers on code of conduct and ethics

### **Strategy 2: Reengineer culture, attitude and values change at KPS**

- Activity 2.1 Carry out a study on dominant police culture, attitudes, values and the way they manifest at KPS with a view to identify strengths and gaps and ways of enhancing delivery of KPS strategy
- Activity 2.2 Carry out a study of KPS supervisory and management styles that shape behaviors of KPS junior officers with a view to identifying strengths, gaps and ways of enhancing delivery of KPS strategy
- Activity 2.3 Develop value tunes, short documentary clips and articles to promote positive shared values at KPS
- Activity 2.4 Communicate the value tunes, short documentary clips and articles to promote positive shared values at KPS through appropriate media and forums
- Activity 2.5 Initiate a KPS Value magazine to be published quarterly by an editorial board drawn from across the services

## **Objective 4: Build capacity for strategic human resource management and professionalism in the Kenya Police Service**

### **Strategy 1: Training and capacity building of officers**

- Activity 1.1 Train KPS inspectorate on advanced crime investigations
- Activity 1.2 Train KPS crime branch officers on basic crime investigations



- Activity 1.3 Train KPS inspectorates on middle level management courses in partnership with Kenya School of Government campuses
- Activity 1.4 Train KPS inspectorate on culture and values transformation
- Activity 1.5 Develop anti-corruption manual for the Kenya Police Service
- Activity 1.6 Mainstream Anti-Corruption training in Kenya Police training of college recruits and in service training courses
- Activity 1.7 Develop a training manual on the Code of Conduct and Ethics for KPS
- Activity 1.8 Sensitize KPS officers of other ranks and inspectorates on code of conduct and ethics

**Objective 5: Re-engineer police capabilities through improving operational preparedness, logistical capacity, tooling and kitting**

**Strategy 1: Development of model police stations/ centers of excellence**

- Activity 1.1 Develop a Concept Paper on Police Stations/Centers of Excellence
- Activity 1.2 Identify potential sites and carry out feasibility studies
- Activity 1.3 Equip the identified Police Stations/ Centers of Excellence
- Activity 1.4 Implement the Concept on Police Stations/Centers of Excellence
- Activity 1.5 Carry out surveys on implementation of the Police Station, including perception surveys, crime rate, internal processes and conditions of the stations
- Activity 1.6 Digitalization of occurrence Books in Police stations
- Activity 1.7 Ensure adequate supplies including paralegal documents; police stations' stationary, Gas and fuel, critical tools and equipment for Police officers

**Strategy 2: Strengthen practice of community policing and Usalama Msingi initiative**

- Activity 2.1 Support the implementation of the National Community Policing Policy
- Activity 2.2 Conduct baseline study on practice of community policing

- Activity 2.3 Develop and implement user-friendly information materials about community policing
- Activity 2.4 Coaching police stations and Community Policing Committees to develop and implement Communication Strategy
- Activity 2.5 Review the module for Community policing in police training curriculum

**Objective 6: Improve police welfare through development and implementation of a framework of motivation for the Kenya Police Service**

**Strategy 1: Transformation of Kenya Police service**

- Activity 1.1 Develop a transformation strategy for the KPS with clearly identified transformation areas
- Activity 1.2 Implement transformation strategy in 4 areas:
  - a) Cleanliness of KPS work and living environments
  - b) Friendliness of KPS officers to colleagues and public
  - c) Orderliness of KPS officers and
  - d) KPS officers respect for law and order
- Activity 1.3 Create a climate for change at KPS by establishing a lead team, communicating urgency and vision for change around the identified transformation areas
- Activity 1.4 Facilitate the change by engaging and enabling KPS officers to buy in the changes, enable them to take necessary and immediate actions and identify quick wins areas
- Activity 1.5 Sustain the change by supporting continuous transformation of the identified areas, issuing new policies and regulations and establishing new standards and behaviors at KPS

**Strategy 2: Development of KPS motivation framework**

- Activity 2.1 Develop an innovative way of recognizing KPS officers achievements and motivating them at work

- Activity 2.2 Initiate a KPS magazine on quarterly basis with a complete editorial board to attract articles on police officers' achievements, innovations and best practices in APS work
- Activity 2.3 Initiate an innovative way for recognition of KPS officers at county levels where county commanders will be expected to hold annual recognition events for officers with various awards
- Activity 2.4 Build capacity for innovative supervisory styles of officers among the junior ranks and inspectorate to ensure officers are motivated at work
- Activity 2.5 Improve access to basic working tools and equipment, tooling and kitting of officers including adequate stationary and reference documents

#### **3.5.1.4 Directorate of Criminal Investigation**

The Directorate of Criminal Investigation has identified the following priority reform areas

#### **Objective 1: Strengthen the policy and institutional framework for DCI**

##### **Strategy 1: Strengthen DCI structure as per NPS Act 2011**

- Activity 1.1 Develop DCI structure and determine human resource requirement for uniformed and civilian staff
- Activity 1.2 Register the structure with NPSC and seek no objection for implementation in consultation with IG - NPS
- Activity 1.3 Determine optimal DCI complement and recommend to NPSC and seek approval for recruitment as per section 33 of NPS Act 2011
- Activity 1.4 Recruit and Deploy optimal complement for DCI
- Activity 1.5 Identify buildings and offices to be improved for accessibility country wide

##### **Strategy 2: Development of policies, regulations and guidelines**

- Activity 2.1 Develop and mainstream a chapter on DCI functions in the SSO's for NPS

- Activity 2.2 Disseminate and sensitize all DCI officers on the relevant sections of SSO's guiding on DCI functions
- Activity 2.3 Collect relevant legislative and policy frameworks relevant to NPS and ensure their availability to all DCI officers at Headquarters and counties to empower the officers

#### **Objective 2: Increase capacities for internal and external accountability, transparency and prevention of corruption for DCI**

##### **Strategy 1: Cooperate and support IAU and IPOA functions**

- Activity 1.1 Promptly facilitate inquiries by IAU and IPOA on any matter under their mandate
- Activity 1.2 Sensitize all DCI directorates, DCI county commanders, DCI formations and units on the functions and the need to cooperate with IAU and IPOA

##### **Strategy 2: Prevention of corruption at DCI**

- Activity 2.1 Develop and Implement DCI corruption prevention policy
- Activity 2.2 Develop Information, Education and Communication materials to educate police officers against corruption
- Activity 2.3 Strengthen the role of integrity officers at DCI directorates, DCI County Commanders' offices, DCI formations and units as whistle blowers against corruption
- Activity 2.4 Establish corruption prevention committees at DCI directorates, DCI County Commanders' offices, formations and units

#### **Objective 3: Build capacity for strategic human resource management and professionalism for DCI**

##### **Strategy 1: Development of DCI training curriculum**

- Activity 1.1 Review existing DCI training curriculum
- Activity 1.2 Pilot the implementation of the new DCI curriculum

- Activity 1.3 Development of materials and training modules for the new DCI curriculum
- Activity 1.4 Submit the DCI curriculum to NPSC for approval and commissioning
- Activity 1.5 Accreditation of DCI Training Academy to issue Certificates and Diplomas in Investigations

### **Strategy 2: Improve schemes of service for DCI**

- Activity 2.1 Review of the DCI scheme of service in collaboration with the NPSC
- Activity 2.2 Identify cadres of officers and types of duties to qualify in distinct schemes of service
- Activity 2.3 Sensitize and communicate to DCI officers on the new schemes of service

### **Strategy 3: Improve communication for DCI**

- Activity 3.1 Develop and implement DCI communication strategy
- Activity 3.2 Developing and implement DCI branding strategy
- Activity 3.3 Develop DCI public relations and communication strategy
- Activity 3.4 Develop DCI website integrated with a social platform
- Activity 3.5 Initiate a DCI newsletter and appoint editorial board from all directorates
- Activity 3.6 Develop a DCI code of conduct for specialists and professionals working with DCI

### **Strategy 4: Mainstream Human rights in DCI operations**

- Activity 4.1 Establish linkages with various Human rights bodies
- Activity 4.2 Conduct a baseline survey on human rights violation
- Activity 4.3 Design programmes to address human rights issues
- Activity 4.4 Undertake TOT's for human rights capacity strengthening
- Activity 4.5 Establish enforcement mechanisms to deal with DCI errant officers
- Activity 4.6 Develop gender mainstreaming policy

## **Objective 4: Improve police welfare through development and implementation of a framework for motivation factors of the National Police Service**

### **Strategy 1: Transformation of DCI**

- Activity 1.1 Develop a transformation strategy for the DCI with clearly identified transformation areas
- Activity 1.2 Implement transformation strategy in 4 areas
  - a) Cleanliness of DCI work and living environments
  - b) Friendliness of DCI officers to colleagues and public
  - c) Orderliness of DCI officers and
  - d) DCI officers respect for law and order
- Activity 1.3 Create a climate for change at DCI by establishing a lead team, communicating urgency and vision for change around the identified transformation areas
- Activity 1.4 Facilitate the change by engaging and enabling DCI officers to buy in the changes, enable them to take necessary and immediate actions and identify quick wins areas
- Activity 1.5 Sustain the change by supporting continuous transformation of the identified areas, issuing new policies and regulations and establishing new standards and behaviors at DCI

### **Strategy 2: Reengineer culture, attitude and values change at DCI**

- Activity 2.1 Carry out a study on dominant police culture, attitudes, values and the way they manifest at DCI with a view to identify strengths and gaps and ways of enhancing delivery of DCI strategy
- Activity 2.2 Carry out a study of DCI supervisory and management styles that shape behaviors of DCI junior officers with a view to identifying strengths, gaps and ways of enhancing delivery of DCI strategy
- Activity 2.3 Develop value signature tunes, short documentary clips and articles to promote positive shared values at DCI

- Activity 2.4 Communicate the value signature tunes, short documentary clips and articles to promote positive shared values at DCI through appropriate media and forums
- Activity 2.5 Initiate a DCI Value magazine to be published quarterly by an editorial board drawn from across the services
- Activity 2.6 Develop DCI culture, attitudes and values policy

### **3.5.1.5 Administration Police Service**

The Administration Police Service has identified the following priority reform areas

#### **Objective 1: Strengthen the policy and institutional framework for the Administration Police Service**

##### **Strategy 1: Strengthen APS County commands and leadership including APS formations and units**

- Activity 1.1 Training and mentorship of APS commanders on change management and transformation leadership
- Activity 1.2 Training of APS commanders on successions and transition of commands including coaching and training of deputy commanders
- Activity 1.3 Strengthening APS structure and leadership capacities to sub-counties, Wards, locations and sub-locations/village levels

##### **Strategy 2: Development and dissemination of Policies**

- Activity 2.1 Collection of amended NPS Act, NPSC Act, and IPOA Act and Security Laws Amendment Act 2014
- Activity 2.2 Dissemination of Police Acts to all the APS County commanders, Sub-county commanders, formations and units
- Activity 2.3 Develop and launch APS Gender mainstreaming Policy
- Activity 2.4 Develop and launch APS corruption prevention policy
- Activity 2.5 Develop and launch APS fleet management policy
- Activity 2.6 Dissemination of APS gender, corruption and fleet management policies to all the county commanders

#### **Strategy 3: Strengthen policy and management communications across directorates, county commands, formations and units**

- Activity 3.1 Strengthen regular quarterly directorate's senior management joint meetings convened by DIG - APS to discuss emerging reform policy issues affecting APS
- Activity 3.2 Strengthen APS annual conference for senior management from headquarters, directorates, county commands, formations and units to review achievements, challenges, share experience and discuss way forward on emerging reforms in the KPS
- Activity 3.3 Establish an annual award for the most reformed directorate, county command, formations and units in APS against a certain criteria of reforms

#### **Objective 2: Increase capacities for internal and external accountability, transparency and prevention of corruption**

##### **Strategy 1: Cooperation and support provision to IAU and IPOA**

- Activity 1.1 Promptly facilitate inquiries by IAU and IPOA on any matter under their mandate
- Activity 1.2 Sensitize all directorates, county commanders, formations and units of APS on the functions and the need to cooperate with IAU and IPOA
- Activity 1.3 Designate all officers commanding APS Sub-counties, formations and units as liaison officers for IAU for any inquiries under their jurisdictions

##### **Strategy 2: Prevention of corruption in the Administration Police Service**

- Activity 2.1 Implement corruption prevention policy of APS
- Activity 2.2 Hold joint police and public forums to sensitize the public and police against corruption
- Activity 2.3 Develop Information, Education and Communication materials to educate police officers against corruption

Activity 2.4 Strengthen the role of integrity officers at directorates, sub-county commanders, formations and units as whistle blowers against corruption at APS

Activity 2.5 Establish corruption prevention committees at directorates, county commanders' offices, sub-county commanders' formations and units for APS

### **Objective 3: Build capacity for strategic human resource management and professionalism in the Administration Police Service**

#### **Strategy 1: Training and capacity building**

Activity 1.1 Training of APS junior ranking officers in crime scene protection and basic investigation as first officers in crime scene in communities especially rural areas

Activity 1.2 Build capacity of a cadre of APS officers from junior and inspectorate ranks in crime scene management, preservation of evidence and case file management in partnership with DCI

Activity 1.3 Fast track training of APS inspectorate and Gazetted Officers in middle and senior management in partnership with Kenya School of Government

Activity 1.4 Training of APS inspectorate and Gazetted officers in Performance Management including cascading performance contracting and Performance Appraisal System

Activity 1.5 Training of APS Deputy county commanders on change management, transformation leadership and legislative, policy and institutional operating environment of APS

### **Objective 4: Improve police welfare through development and implementation of a framework for motivation of the Administration Police Service**

#### **Strategy 1: Development of APS motivation framework**

Activity 1.1 Develop an innovative way of recognizing APS officers' achievements and motivating them at work

Activity 1.2 Initiate an APS magazine on quarterly basis with a complete editorial board to attract articles on police officers' achievements, innovations and best practices in APS work

Activity 1.3 Initiate an innovative way for recognition of APS officers at county levels where county commanders will be expected to hold annual recognition events for officers with various awards

Activity 1.4 Build capacity for innovative supervisory styles of officers among the junior ranks and inspectorate to ensure officers are motivated at work

Activity 1.5 Improve access to basic working tools and equipment, tooling and kitting of officers including adequate stationary and reference documents

#### **Strategy 2: Transformation of APS**

Activity 2.1 Develop a transformation strategy for the APS with clearly identified transformation areas

Activity 2.2 Implement transformation strategy in 4 areas

a) Cleanliness of APS work and living environments

b) Friendliness of APS officers to colleagues and public

c) Orderliness of APS officers and

d) APS officers respect for law and order

Activity 2.3 Create a climate for change at APS by establishing a lead team, communicating urgency and vision for change around the identified transformation areas

Activity 2.4 Facilitate the change by engaging and enabling APS officers to buy in the changes, enable them to take necessary and immediate actions and identify quick wins areas

Activity 2.5 Sustain the change by supporting continuous transformation of the identified areas, issuing new policies and regulations and establishing new standards and behaviors at APS

## **Objective 5: Re-engineer police capabilities through improving operational preparedness, logistical capacity, tooling and kitting**

### **Strategy 1: Enhance APS reactive Operations**

- Activity 1.1 Developing the areas of reactive policing, Emergency Response (logistical based), procurement, storage and dispatch of supplies
- Activity 1.2 Community-Based Emergency Response
- Activity 1.3 Contingency Planning

### **Strategy 2: Strengthen APS Routine Operations**

- Activity 2.1 Beats and patrols, CIT, securing vital installations
- Activity 2.2 Joint Operations
- Activity 2.3 Supporting other agencies

### **Strategy 3: Enhance APS Proactive Operations**

- Activity 3.1 Increased Patrols and police visibility
- Activity 3.2 Risk mapping and analysis
- Activity 3.3 Target hardening

### **Strategy 4: Strengthen practice of community policing and Usalama Msingi initiative**

- Activity 4.1 Support the implementation of the National Community Policing Policy
- Activity 4.2 Conduct baseline study on practice of community policing
- Activity 4.3 Develop and implement user-friendly information materials about community policing
- Activity 4.4 Coaching police stations and Community Policing Committees to develop and implement Communication Strategy
- Activity 4.5 Review the module for Community policing in police training curriculum

## **3.5.2 National Police Service Commission**

The National Police Service Commission has identified the following priority programmes

## **Objective 1: Strengthen relevant policy and institutional frameworks for NPS and NPSC**

### **Strategy 1: Research and Development of Policies and Regulations**

- Activity 1.1 Conduct Baseline survey on training policies and oversight mechanism for basic and promotion trainings in the National Police Service
- Activity 1.2 Carry out a baseline survey on gender and ethnic distribution and placement in the National Police
- Activity 1.3 Carry out a baseline survey on police officers engagement in trade and other businesses and possible areas of conflicts of interest
- Activity 1.4 Conduct baseline survey on the policies regulating hours of duty for police officers including keeping and signing of records in the National Police Service
- Activity 1.5 Carry out baseline survey on policies guiding procedures for disciplinary measures and oversight mechanisms for Police and civilian members of staff in the National Police Service
- Activity 1.6 Carry out a baseline survey on stagnation of police officers in rank and placement

### **Strategy 2: Development of policies and regulations**

- Activity 2.1 Develop policy and regulations for in service trainings and promotion courses in the National Police Service
- Activity 2.2 Develop policy and regulations for gender, ethnic distributions and placement in the National Police Service
- Activity 2.3 Develop policy and regulation to guide police officers engagement in trade and other businesses and possible areas of conflicts of interest
- Activity 2.4 Develop policy and regulations on hours of duty for police officers and develop both NPS and NPSC Codes of conduct
- Activity 2.5 Develop policy and regulations to guide procedures for disciplinary measures and oversight mechanisms for police and civilian members of staff in the National Police Service

## **Objective 2: Increase capacities for internal and external accountability, transparency and prevention of corruption**

### **Strategy 1: Promote principles and values of accountability, transparency and prevention of corruption**

- Activity 1.1 Develop and implement innovative strategies for fast tracking vetting of remaining ranks of police officers
- Activity 1.2 Strengthen and support operations of the vetting secretariat
- Activity 1.3 Develop NPSC code of conduct and ethics including its enforcement mechanism
- Activity 1.4 Conduct periodic M&E and reporting on the vetting process

### **Strategy 2: Sensitization of Police officers on vetting and fast tracking of the vetting process**

- Activity 2.1 Consultation forums with NPS and other stakeholders on the review of the vetting model and tools
- Activity 2.2 Training of Trainers on the vetting process and model
- Activity 2.3 Public forums on the vetting process
- Activity 2.4 Advertisements and outreach on the vetting process
- Activity 2.5 Sensitization forums with police officers on the vetting process
- Activity 2.6 Hold vetting interviews of police officers

### **Strategy 3: Unpacking and publicizing NPSC mandate, communication and branding**

- Activity 3.1 Carry out NPSC brand audit
- Activity 3.2 Develop and implement a branding strategy for NPSC
- Activity 3.3 Conduct public awareness sessions on the NPSC mandate
- Activity 3.4 Conduct police awareness sessions on the NPSC mandate and regulations
- Activity 3.5 Develop IEC material on NPSC mandate

## **Objective 3: Build capacity for strategic human resource management and professionalism of the National Police Service**

### **Strategy 1: Strengthening NPSC Institutional capacity**

- Activity 1.1 Induct NPSC staff on the statutes, policies and regulations of the NPS and NPSC
- Activity 1.2 Building of strategic networks, partnerships and collaborations with strategic institutions
- Activity 1.3 Conduct engagement sessions for NPSC Board on emerging issues in the NPS to inform policy development
- Activity 1.4 Conduct joint training of NPSC staff and NPS officers on the mandate and functions of the NPSC
- Activity 1.5 Develop performance appraisal systems for NPSC

### **Strategy 2: Review schemes of services for the National Police Service including police formations and units and professionals in the service**

- Activity 2.1 Develop schemes of services for various formations and units serving specialized duties
- Activity 2.2 Monitor and evaluate the implementation of the schemes of service in the National Police service
- Activity 2.3 Conduct joint committee sessions on developing the schemes of service for NPS
- Activity 2.4 Collection of views and input from officers across the country on the Schemes of Service
- Activity 2.5 Conduct validation sessions on the Schemes of Service for the NPS
- Activity 2.6 Publicize the Schemes of Service through forums with police officer and develop IEC material

### **Strategy 3: Approve Training Policy and Curriculum for the National Police Service**

- Activity 3.1 Conduct joint committee sessions of the NPS and the NPSC on the draft training policy

- Activity 3.2 Conduct training needs assessment (TNA) for the NPS
- Activity 3.3 Receive and approve training curriculum of the NPS
- Activity 3.4 Develop tools and mechanisms to oversee implementation of the training policy and curriculum
- Activity 3.5 Monitor and evaluate delivery of police training curriculum in the police training colleges

**Strategy 4: Transformation of the National Police Service**

- Activity 4.1 Conduct transformation discussions with officers of different ranks in the Service
- Activity 4.2 Develop IEC material on the mandate of the NPSC in relation to the Service
- Activity 4.3 Identify, develop and launch a transformation campaign targeting police officers and the public

**Strategy 5: Automation of NPS Human Resource Management System**

- Activity 5.1 Develop an integrated NPS Human Resource system for the HR data of the Service
- Activity 5.2 Validate the system with key stakeholders
- Activity 5.3 Acquire equipment and software for the development of the system
- Activity 5.4 Conduct a pilot programme in 5 regions on the automated system
- Activity 5.5 Launch the integrated NPS human resource system
- Activity 5.6 Conduct data entry of the HR data of the members of the Service
- Activity 5.7 Conduct TOTs for members of the NPSC and the Service on the automated HR system

**Strategy 6: Development of a performance management system for NPS**

- Activity 6.1 Conduct committee sessions to draft performance management tools for NPS and NPSC
- Activity 6.2 Conduct stakeholder forums on the draft performance management tools

- Activity 6.3 Conduct validation exercise on the performance management tools
- Activity 6.4 Train officers of the NPS and NPSC on the performance management tools
- Activity 6.5 Conduct performance evaluation of employee work performance in NPS and NPSC

**Objective 4: Improve police welfare through development and implementation of a framework for motivation of the National Police Service**

**Strategy 1: Internal and external customer’s satisfaction surveys and work environment surveys for NPS**

- Activity 1.1 Conduct annual customer satisfaction surveys targeting police officers for their opinion on the impact of NPSC on police officers
- Activity 1.2 Conduct annual customer satisfaction surveys targeting the public for their opinion on the impact of NPSC on police officers
- Activity 1.3 Conduct annual launch of the survey reports
- Activity 1.4 Develop advisories/reports on police welfare matters

**3.5.3 Independent Policing Oversight Authority – IPOA**

The Independent Policing Oversight Authority IPOA has identified the following priorities, strategies and activities for implementation.

**Objective 1: Strengthen the IPOA policy and institutional capacity to deliver on its functions**

**Strategy 1: Performance management**

- Activity 1.1 Conduct an Annual stakeholders’ review workshop
- Activity 1.2 Review the Strategic Plan 2014–2018
- Activity 1.3 Conduct IPOA’s performance evaluation
- Activity 1.4 Develop a new Strategic Plan
- Activity 1.5 Participate in Knowledge sharing and organization learning forums



## **Strategy 2: IPOA Organization Development**

Activity 2.1 Technical and management trainings for IPOA staff

Activity 2.2 Implement IPOA's HR policies, manuals and strategies

## **Strategy 3: Resource mobilization**

Activity 3.1 Develop and implement an ethical fundraising policy for the Authority

Activity 3.2 Mobilize partnerships and collaborations for financial, technical and material support

## **Strategy 4: Mainstreaming Human Rights, gender, Diversity and Ethical Behavior**

Activity 4.1 Implement the policies and manuals on gender, Human rights and Human resources

Activity 4.2 Train IPOA members on Human Rights

Activity 4.3 Recruit staff based on the gender and ethical balance as provided in the constitution

## **Objective 2: Increase IPOA's oversight capacity for internal and external accountability, transparency and prevention of corruption in the National Police Service**

### **Strategy 1: Enhance capacity to investigate cases arising from Police action or inaction and carry out inspections**

Activity 1.1 Equip a laboratory with equipment to facilitate basic ballistic and forensic services.

Activity 1.2 Initiate a draft legislation to garner support for establishment and functioning of a full scale ballistic and forensic laboratory

Activity 1.3 Conduct investigations on allegations of criminal actions and misconduct by police and make recommendations for prosecution or otherwise

Activity 1.4 Conduct inspections of police premises, detention facilities and monitor police operations

## **Strategy 2: Development of ICT infrastructure and automation of IPOA functions**

Activity 2.1 Develop and upgrade IPOA ICT platform/ infrastructure

Activity 2.2 Acquire ICT equipment

Activity 2.3 Automate all the operational functions of the Authority

Activity 2.4 Automate all the support functions of the Authority

## **Strategy 3: Communication and outreach**

Activity 3.1 Conduct public awareness and outreach forums and caravans

Activity 3.2 Development of IEC materials

## **Strategy 4: Decentralization of IPOA's services**

Activity 4.1 Develop a structure of IPOA for the county IPOA offices

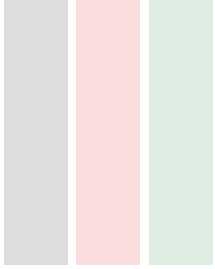
Activity 4.2 Identify and provide appropriate infrastructure for offices, equipment, mobility and operating systems for IPOA county offices in a phased approach

Activity 4.3 Recruit and deploy IPOA county staff

## **Strategy 5: IPOA Stakeholder engagement**

Activity 5.1 Update the data base for existing and potential stakeholders

Activity 5.2 Implement the developed stakeholder engagement strategy



## Chapter Four

# Institutional Arrangements for Implementation



## 4.0 Introduction

This chapter provides a framework for implementations, monitoring and evaluation. The Ministry of Interior and Coordination of National Government has the responsibility of providing policy direction and coordination of implementation of police reform programmes. The Ministry's functions include policy guidelines, monitoring performance of the service, inspection, public participation, facilitation of county policing authorities and receiving regular reports. Towards this end, the Ministry shall establish Police Reforms unit within the Ministry to provide the services of a secretariat to Police reforms programme in accordance to section 126 and 132 of NPS Act 2011. The reform institutions are responsible for actual implementation of this programme.

## 4.1 Structural Framework for Implementation

### 4.1.1 Police Reforms Governance Committee

The Programme Governance Committee (PGC) shall provide strategic oversight and direction. The PGC shall meet bi-annually or as may be necessary. The terms of reference for the Programme Governance Committee include the following:

- Provide policy guidance and strategic advice
- Review the programme's implementation and the results being achieved, based on Programme Annual Progress reports provided at least 2 weeks prior
- Approve forward plans for programme and its components, including for mutual agreement on additional outcomes and outputs as necessary
- Review programme annual work-plans from the Programme Steering Committee

#### Membership

The PGC is composed of the following members:

- CS Interior and Coordination of National Government – Chair
- Inspector General – NPS (Secretary)
- Chairperson of PRSC (PS Interior)
- Chairperson NPSC
- Chairperson IPOA

- Chairperson – Development Partners Working Group on Police Reforms

### 4.1.2 Police Reforms Steering Committee- PRSC

The Cabinet Secretary shall establish a PRSC by way of a Gazette notice defining its mandate, membership and period. The PRSC shall perform the following functions:

- Review progress in the implementation of the programme activities and the delivery of outputs
- Help ensure supported activities remain relevant to operational needs of the National Police Service
- Provide input into the formulation of programme annual work plans and budget estimates
- Help ensure that work-plans and budgets are complementary to achieving the mutually agreed outcomes, particularly with respect to required recurrent costs for sustaining initiatives over the longer term
- Help to resolve implementation problems, particularly where interagency collaboration is concerned
- Participate in joint monitoring and evaluations

#### Membership

The Police Reforms Steering Committee shall comprise of the following members:

- Principal Secretary Interior – Chairperson
- Principal Secretary National Treasury
- DIG – KPS
- DIG – APS
- Director – DCI
- Secretary – NPSC
- Secretary – IPOA
- Development Partners supporting Police Reforms
- Police Reforms Basket Fund Manager
- KEPSA representatives
- Ministry Police Reforms Secretariat — (Secretary)

### 4.1.3 Ministerial Police Reforms Coordination Secretariat

The Ministry shall establish a ministerial Police reforms coordination secretariat by way of appointment of a coordinator, technical and support staff for the Police

reforms secretariat. The Police reforms institutions shall attach liaison staff from Police reforms units, IPOA and NPSC to the secretariat as appropriate. The Basket Fund Manager shall also attach a liaison staff to the secretariat. The functions of the secretariat will include the following:

- Preparation of more detailed programme component proposals and work-plans in line with the outcomes of the programme
- Preparation of annual work-plans for the programme, broken down to the sub-programme and component level as required. These will be prepared for the review of the PRSC and for the PGC each year, including where necessary the addition or revision of programme outcomes and outputs
- Procurement of necessary materials and supplies for the secretariat
- Managing any granting agreements made with Ministry and implementing partners
- Financial management and record keeping for all financial resources provided for police reforms
- Monitoring and evaluating implementation of the programme and contribution to results
- Preparation of six-monthly and annual progress reports for submission to the PGC and PRSC members, and for donor partners
- Supporting enhanced donor coordination in areas relevant to the programme
- Ensure fund raising and partnership with local counterparts and multilateral and bilateral partners

#### **4.1.4 NPS Directorate of Police Reforms and Police Reform units at KPS, APS and DCI**

The National Police Service shall establish NPS Directorate of Reforms to be headed by NPS Director of Reforms of the rank of SAIG. The NPS Reforms Directorate shall coordinate Police Reform activities in the entire service namely KPS, APS and DCI and in the formations and units of the service in accordance to section 132(1) of the NPS Act 2011. These structures shall be part of a system of ensuring continuous and sustainable police reforms in the service. The units shall perform the following functions:

- Support the heads of the services and formations in providing leadership for Police reforms

- Provide Coordination support to all police reforms activities being implemented by other directorates, formations and units by way of ensuring new standards of performance are met, monitoring and reporting
- Provide linkage between Directorates, formations and units and the Ministerial Police reforms secretariat for continuous monitoring and tracking of all police reforms programmes under implementation
- Police reforms programme planning and development of work plans
- Monitoring, evaluation, reporting and documentation on Police Reforms

#### **Composition**

Each Police reforms directorate or unit at service level shall be headed by a Deputy Director of the rank of at least AIG. It shall be supported by at least 5 officers appointed from the service, formation or unit as appropriate.

#### **4.1.5 Basket Fund Management Secretariat**

The Government of Kenya and Development Partners Working Group on Police Reforms established a basket fund arrangement to support implementation of police reform programme. The Development partners identified United Nations Organization on Drugs and Crime UNODC as the fund manager.

A Joint Statement of Intent (JSI) was signed in 2012. The JSI classifies Development Partners into two categories. Category one is Development Partners making voluntary contribution to the Police Reform Programme through UNODC with Cost sharing agreements/arrangements signed between them and UNODC with due consultation with the GoK. Category two is Development Partners supporting implementation of the police reform programme in accordance with the bilateral arrangements between Government of Kenya and themselves.

The purpose of the JSI is to support the implementation of the Police Reform Programme which details the reforms to be undertaken under various reform objectives. The JSI is adopted to facilitate the implementation of bilateral financing agreements, arrangements or statements entered into between the GoK and each of the DPs in support of the Programme.

The Basket fund management secretariat operates in consultation with the Program Governance Committee, the Police reforms Steering Committee and the National Police Service Police reforms directorates and units.

## 4.2 Resource Projections

The Program Document 2015–2018 requires the following budget estimates to implement. A

detailed activity-based budget estimate is provided in the detailed implementation plans for each institution. The Government of Kenya column below indicates the total cost for each institution while the Development partner's contributions column indicates proportion of total cost to be supported for each institution. A list of development partners pledging to support the institutions is provided in the last column of the table.

**Table 4.1 Resource projections 2015–2018 Financial years**

| No                                                   | Reforms institutions                            | Reforms program document budget estimates <sup>1</sup> . Ksh. M |               |               | 2015/16 Budget estimates and projections Ksh. M |               |                  |                 |                 |                 |
|------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------------------|---------------|---------------|-------------------------------------------------|---------------|------------------|-----------------|-----------------|-----------------|
|                                                      |                                                 | Financial years                                                 |               |               | Financial years                                 |               |                  |                 |                 |                 |
|                                                      |                                                 | 2015/2016                                                       | 2016/2017     | 2017/2018     | 2015/2016                                       |               | 2016/2017        |                 | 2017/2018       |                 |
|                                                      |                                                 |                                                                 |               |               | Rec.                                            | Dev.          | Rec.             | Dev.            | Rec.            | Dev.            |
| 1.                                                   | National Police Service                         |                                                                 |               |               |                                                 |               |                  |                 |                 |                 |
| a.                                                   | NPS Headquarters                                | 35,625                                                          | 32,125        | 15,148        | 500                                             | 10,000        | 500              | 10,000          | 500             | 10,000          |
| b.                                                   | Internal Affairs Unit - IAU <sup>2</sup>        | 456.5                                                           | 209           | 182           | -                                               | -             | -                | -               | -               | -               |
| c.                                                   | Kenya Police Service- KPS                       | 1,237                                                           | 970           | 840           | 39,572.9                                        | 1,457.2       | 40,561.9         | 7,099.2         | 44,401.9        | 5,859.2         |
| d.                                                   | Directorate of Criminal Investigations DCI      | 188.9                                                           | 177.5         | 137.3         | 4,679.7                                         | 368.6         | 5,320.9          | 1,998           | 6,573.1         | 523             |
| e.                                                   | Administration Police Service- APS              | 1,064                                                           | 1,050         | 935           | 25,046.7                                        | 83.2          | 27,477.3         | 100             | 29,221.5        | 120             |
| 2.                                                   | National Police Service Commission – NPSC       | 512.5                                                           | 397.5         | 123.5         | 437.5                                           | -             | 346              | -               | 376             | -               |
| 3.                                                   | Independent Policing Oversight Authority – IPOA | 185.1                                                           | 545           | 402           | 419.5                                           | -             | 356.9            | -               | 380.1           | -               |
| <b>Totals in Ksh. M</b>                              |                                                 | <b>39,269</b>                                                   | <b>35,474</b> | <b>17,768</b> | <b>70,656.3</b>                                 | <b>11,909</b> | <b>74,563.0</b>  | <b>19,197.2</b> | <b>81,452.6</b> | <b>16,502.2</b> |
| <b>Grand totals</b>                                  |                                                 | <b>39,269</b>                                                   | <b>35,474</b> | <b>17,768</b> | <b>82,565.3</b>                                 |               | <b>93,760.2</b>  |                 | <b>97,954.8</b> |                 |
| <b>Total reforms budget against total nps budget</b> |                                                 |                                                                 |               |               | <b>92,511</b>                                   |               | <b>274,280.3</b> |                 |                 |                 |

Source: Institutions reforms budget and National Treasury budgetary projections 2015/16

1. All reforms activities are recurrent expenditures. Reforms with development expenditure components are only in NPS headquarters (IG office) where police tooling, kitting and equipment's budget has been included.
2. IAU budget is sourced from NPS headquarters budget

## 4.3 Monitoring And Evaluation

The Key performance indicators and means of verification shall guide the planning of monitoring, evaluation and reporting. There shall be three levels of monitoring namely PRSC level, institutions level and joint monitoring level. Monitoring, evaluation and reporting is a concurrent function between the various structures. All monitoring reports shall indicate the objectives of the monitoring, KPIs and MOVs being monitored, disaggregation of quantitative and qualitative data collected, analysis and interpretation and provide recommendations for improvements. Such recommendations shall be acted upon by relevant authorities. The place, date, time schedule and other logistics shall be determined administratively by the secretariat in consultation with key stakeholders.

### 4.3.1 PRSC level

PRSC will carry out monitoring and evaluation of Police reforms either as PRSC or jointly with institutions. Monitoring will be carried out at least half yearly and shall be guided by identified activities and KPI's. Monitoring reports shall form part of the agenda during the next PRSC meeting.

### 4.3.2 Institutional level

The Police reforms institutions namely the NPS, KPS, APS, DCI, NPSC and IPOA shall carry monitoring and evaluation individually at their level and also jointly where appropriate. Peer monitoring where institutions invite the other to carry out an objective monitoring guided by KPI's and MOV's indicated in the logical frameworks is encouraged upon mutual agreements. This will promote more team work and partnerships within institutions and promote learning and objective reporting. Such monitoring shall take place on quarterly basis or as frequent as the institution may determine.

### 4.3.3 Joint PRSC monitoring

PRSC may organize joint monitoring involving all the reform institutions and members of PRSC on such time and places as may be determined. The Development partners may also initiate a need for monitoring and communicate to PRSC for planning and execution.

## 4.4 Progress Reports

There shall be progress reports prepared on half yearly basis for the consumption of PGC and PRSC. These reports shall indicate the progress made on realization of targets, variances in performance, financial investments, challenges and recommendations for improvements. The midterm and summative evaluation reports shall also be part of progress reports.

## 4.5 Review of this Police Reforms Program Document 2015±2018

This program document shall be implemented for 3 years starting June 2015 to June 2018. A midterm evaluation will be carried out by December 2016 at the expiry of one and a half years of implementation. A summative evaluation shall be carried out after June 2018. This report shall inform the next Police reforms program document.



## Chapter Five

# Consolidated Framework for Reforms Results Monitoring and Evaluation



## 5.1 Introduction

The logical frameworks of reform activities by institutions in the appendixes provide tangible outputs that are easier to observe and measure through the various means of verifications provided. The question of “so what” and the ultimate purpose of implementing these set of activities still remain unanswered. The previous Program Document 2011–2014 was evaluated at outputs level and a summary assessment report is provided in the situation analysis chapter of this document. A comprehensive results

evaluation of reforms in the National Police Service should be carried out at the onset of implementation of this Program Document 2015–2018.

## 5.2 Results framework

The framework below defines mission critical outcomes per each strategic objective of this program document under which reforms in the National Police Service can be evaluated qualitatively and quantitatively.

**Table 5.1 Expected Reforms Results by strategic objectives**

| Reforms strategic objectives                                                     | Expected reforms outcomes/results Indicators                                                                                                                                                                                                                                              | Results baseline status                                                            |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Strengthen the policy and institutional frameworks of police reform institutions | Reforms institutions have clear functions, roles and responsibilities                                                                                                                                                                                                                     | Perceived overlaps and inadequate clarity of functions, roles and responsibilities |
|                                                                                  | Extent to which new structures ie IAU, DCI, County Command, County Policing Authorities, Community Policing Committees are fully functional and operationalized                                                                                                                           | New structures established but not fully operationalized                           |
|                                                                                  | Extent to which National Police Service command at National and Counties level is clearly communicated and cascaded                                                                                                                                                                       | Command structure established but not fully communicated                           |
|                                                                                  | Extent to which new policies, guidelines, regulations and circulars are fully communicated and cascaded at National and county commands                                                                                                                                                   | Very low level of awareness among the senior and county level Police commanders    |
|                                                                                  | The new policy and operational reforms are fully mainstreamed in the SSO's such as gender, human rights, anticorruption and code of conduct                                                                                                                                               | New policies and operational changes have not been fully mainstreamed in the SSO's |
|                                                                                  | Extent to which new policies and strategies are implemented such as gender, human rights, anticorruption, code of conduct, communication policy, transformation, DCI structure, IAU, IPOA policies and NPSC policies and regulations                                                      | Policies and strategies have not been implemented                                  |
|                                                                                  | Extent to which Communications and consultations across the services and among senior management, counties, formations and units is strengthened                                                                                                                                          | Weak communication and information sharing                                         |
|                                                                                  | Extent to which NPS is clearly guided by good and adequate policies on Police in service training, gender, ethnic distribution and placement, trade and business engagement by Police officers, conflict of interest, hours of duty, procedures for discipline and oversight of civilians | Policies don't exist                                                               |



| Reforms strategic objectives                                                                              | Expected reforms outcomes/results Indicators                                                                                                                                                                          | Results baseline status                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increase capacities for internal and external accountability, transparency and prevention of corruption   | Extent to which Culture and value system in the National Police Service is reengineered                                                                                                                               | Link between structures, systems and strategy with shared values and culture of NPS is weak                                                                                       |
|                                                                                                           | Extent to which NPS leadership and command at various levels adopt a new organization culture, people management and leadership, partnerships in delivery of Policing services and infrastructural gaps are addressed | No baseline survey or studies on police organizational culture, people management and transformational leadership, extent and value added of partnership and infrastructural gaps |
|                                                                                                           | Police Corruption perception index is improved                                                                                                                                                                        | NPS stands at 25/100 index in 2015 decline from 27/100 index in 2013 <sup>3</sup>                                                                                                 |
|                                                                                                           | Capacity of IAU to deliver on internal oversight is strengthened and improved                                                                                                                                         | Weak structures, resourcing and IAU capacity to receive and investigate internal complaints is low                                                                                |
|                                                                                                           | Capacity of IPOA to deliver on external oversight is strengthened and improved                                                                                                                                        | 3246 public complaints received and 147 investigations completed                                                                                                                  |
|                                                                                                           | Extent to which Cooperation with IAU and IPOA by the NPS is improved and strengthened                                                                                                                                 | Weak and bureaucratic cooperation and relationship                                                                                                                                |
|                                                                                                           | Public and police officers innovative initiatives for dealing with corruption in the police and the public                                                                                                            | Inadequate initiatives and strategies for dealing with corruption in the police and public                                                                                        |
| Build capacity for strategic human resource management and professionalism in the National Police Service | National Police Service 2011 curriculum is evaluated, changes effected and approved by NPSC                                                                                                                           | 2011 NPS curriculum is pending evaluation and finalization                                                                                                                        |
|                                                                                                           | Adequate instructors modules are developed, instructors inducted and materials applied for instruction                                                                                                                | Inadequate instruction materials for the existing and new units in the curriculum                                                                                                 |
|                                                                                                           | Police training colleges accreditation to issue Diplomas in Police Science is upheld and examinations and training evaluations is strengthened                                                                        | Police training colleges have not issued Diplomas in Police Science and examinations and evaluation system not harmonized                                                         |
|                                                                                                           | Police Training colleges management boards are established and operationalized                                                                                                                                        | Colleges management boards not in place                                                                                                                                           |
|                                                                                                           | Vetting of police officers is fast tracked                                                                                                                                                                            | Only 198 police officers have been fully vetted                                                                                                                                   |
|                                                                                                           | Terms and conditions of employment in NPS is guided by a new scheme of Service                                                                                                                                        | No policy to guide review of terms and conditions of employment of police officers                                                                                                |
|                                                                                                           | NPS human resource management is automated to ensure quality and efficient access of data on Police officers                                                                                                          | NPS HR system not automated                                                                                                                                                       |
|                                                                                                           | Monitoring and evaluation of NPS officers is enhanced through establishment of performance and reward management system                                                                                               | Inadequate performance management system                                                                                                                                          |

| Reforms strategic objectives                                                                                         | Expected reforms outcomes/results Indicators                                                                                                                                  | Results baseline status                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Re-engineer police capabilities through improving operational preparedness, logistical capacity, tooling and kitting | Business Cost of Terrorism                                                                                                                                                    | Kenya has declined from an index of 3.6 to 3.0 out of 7 from 2014 to 2015 <sup>4</sup>                                                                                                                                            |
|                                                                                                                      | Business cost of crime and violence(overall crime, monthly crimes, county crime prevalence, regional crime trends, crime per capita(100,000 people) and offence crime trends) | Kenya has declined from an index of 3.4 to 3.0 out of 7 from 2014 to 2015 <sup>5</sup>                                                                                                                                            |
|                                                                                                                      | Organized crime                                                                                                                                                               | Kenya has declined from an index of 4.1 to 3.7 out of 7 from 2014 to 2015 <sup>6</sup> . Economic crimes accounted for 4% of total crimes in Kenya 2014                                                                           |
|                                                                                                                      | Reduction of number of Police officers killed or injured in line of duty                                                                                                      | A total of 47 police officers were killed and 77 police officers injured in line of duty in 2014 <sup>7</sup>                                                                                                                     |
|                                                                                                                      | Reliability on Police Services                                                                                                                                                | Kenya has improved from an index of 3.7 to 3.9 out of 7 from 2014 to 2015 <sup>8</sup>                                                                                                                                            |
|                                                                                                                      | Reporting and capturing of crime to the National Police Service is automated and data capturing efficiency improved                                                           | Kenya reported about 70,000 crimes in 2014 for a population of 41Million people compared to Sweden that reported 2Million crimes in a population of 9 Million people <sup>9</sup> . Police records are analogue and not automated |
|                                                                                                                      | Border security is improved to reduce proliferation of small arms and other trans-border crimes                                                                               | In 2014 391 illegal small arms and light weapons and 5166 illegal ammunitions were recovered and 84 cases of cattle rustling and 192 stock theft cases were reported <sup>10</sup>                                                |
|                                                                                                                      | Increased perceived risk of capture by crime suspects due to CCTV surveillance                                                                                                | Very low risk of capture by crime suspects due to inadequate CCTV surveillance and weak community policing structures                                                                                                             |
|                                                                                                                      | Detection and prevention of crime using CCTV surveillance                                                                                                                     | Very low preventive policing compared to reactive policing due to weak community policing structures                                                                                                                              |
|                                                                                                                      | Reduced fear of crime by public due to feeling of someone watching                                                                                                            | Low fear of crime by Crime suspects because of low perceived risk of capture due to inadequate CCTV surveillance and weak community policing structures                                                                           |
| Improved police investigation and intelligence gathering from CCTV surveillance footages                             | Majority of cases lost due to poor intelligence gathering and investigations by Police officers                                                                               |                                                                                                                                                                                                                                   |

4. Global competitive report 2015

5. Global competitive report 2015

6. Global competitive report 2015

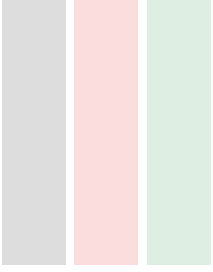
7. NPS annual crime report 2014

8. Global Competitive report 2015

9. NPS annual crime report 2014 and Sweden annual crime report 2014

10. NPS annual crime report 2014

| Reforms strategic objectives                                                                                               | Expected reforms outcomes/results Indicators                                                                                                                                    | Results baseline status                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Improve police welfare through development and implementation of a framework for motivation of the National Police Service | Better police image and improved esteem of police officers as a result of cleanliness of police work and living environment                                                     | Poor image and esteem of police officers by police and public                                             |
|                                                                                                                            | Good public relationship by the police officers as a result of improved friendliness and communication etiquette of police officers to the public and colleague police officers | Poor public relationship and communication etiquette by police officers                                   |
|                                                                                                                            | Good image, performance, motivation and discipline of police officers as a result of orderliness and respect for law and order                                                  | Poor image, motivation and incidences of indiscipline among police officers                               |
|                                                                                                                            | New positive cultures, attitude and values are nurtured in National Police Service to facilitate transformation and reforms                                                     | Culture, attitudes and values in some police officers are not supportive of transformation efforts in NPS |



## Appendices



## 1.0 Logical Frameworks for Key Reform Institutions

### 1.1 Logical Framework for National Police Service Headquarters

| Strategies                                                                                           | Activities                                                                                                                                                                                                                                          | Expected outputs                                                                                             | Key performance indicators                                                                                              | Means of verification                                                                           |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <b>Objective 1: Strengthen the policy and institutional framework of the National Police Service</b> |                                                                                                                                                                                                                                                     |                                                                                                              |                                                                                                                         |                                                                                                 |
| Finalize, Gazette and Implement the new SSO's                                                        | Review existing gaps in the draft SSO's taking cognizance of emerging changes in the system such as introduction of IC <sup>3</sup> in the command and control and the new county command as per section 85 of the security laws amendment act 2014 | Gaps Identified and SSO's reviewed                                                                           | Chapters Reviewed                                                                                                       | Reviewed SSO's                                                                                  |
|                                                                                                      | Gazettement and mass publication of SSO                                                                                                                                                                                                             | SSO Gazetted and Published                                                                                   | SSO's Published                                                                                                         | Gazette Notice<br>No. of SSO's Published                                                        |
|                                                                                                      | Dissemination and sensitization of SSO's to all the police stations, AP Posts, Formations and Units                                                                                                                                                 | SSO's Disseminated<br>Officers sensitized on SSO's                                                           | Availability of the SSO's at all the police stations, AP Posts, Formations and Units<br>No. of sensitizations held      | Requisition and Issuance of Vouchers<br>Demand and Supply of Vouchers<br>List of attendance     |
|                                                                                                      | Launch of SSO's and Communication to the Police officers including recalling and surrender of the old FSO's for archiving                                                                                                                           | SSO's Launched<br>FSO Archived                                                                               | Correspondence in respect of the launch<br>No. of FSO's Archived                                                        | Date of the launch and Program<br>FSO's                                                         |
|                                                                                                      | Monitoring and evaluation of the implementation of SSOs                                                                                                                                                                                             | M&E tool developed<br>Policy guidelines developed                                                            | No. of M&E Activities carried out<br>Stakeholders consultative forum                                                    | M&E Report<br>Consultative Report                                                               |
| Operationalize NPS command and control at the counties including police formations and units         | Organize regular joint sensitization workshop for all the service County commanders on the reorganization of county commands and introduction of a position for County Coordinating Commander and implications                                      | Joint Sensitization workshops Held<br>County Coordinating Commanders Appointed<br>Effective Chain of Command | No. of Joint sensitization workshops held<br>No. of County Coordinating Commanders appointed<br>Effective Communication | Minutes of the sensitization<br>Appointment Letters<br>Quick Response to orders and Instruction |
|                                                                                                      | Develop and issue a circular on clear job descriptions, roles and responsibilities of the County Coordinating Commander                                                                                                                             | Circular Developed and Issued<br>Defined roles and responsibility of the County Coordinating Commander       | Circular Implementation<br>County Coordinators deployed                                                                 | Circular<br>Deployment List                                                                     |
| Operationalize County Policing Authority                                                             | Appoint the County Coordinating Commander, DCI commander and other Service county commander as technical members of the County Policing Authority in each county                                                                                    | County Policing Authority members appointed                                                                  | No. of Officers appointed to the CPA                                                                                    | Appointment Letters                                                                             |
|                                                                                                      | Communicate the guidelines on County Policing authorities and provide roles and responsibilities expected of police members of the CPA                                                                                                              | CPA Guidelines Issued                                                                                        | No. of Guidelines issued                                                                                                | Guidelines                                                                                      |

| Strategies                                                                                                                       | Activities                                                                                                                                                                                                                                                                             | Expected outputs                                                              | Key performance indicators                                                                                              | Means of verification                                                   |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Strengthen policy and management communications and consultations across KPS, APS and DCI                                        | Initiate regular quarterly senior management joint meetings for KPS, APS and DCI to discuss emerging reform policy issues affecting NPS                                                                                                                                                | Senior Management Meetings held                                               | Number of meetings held                                                                                                 | Minutes                                                                 |
|                                                                                                                                  | Initiate an annual NPS conference for senior management from KPS, APS and DCI headquarters directorates, county commands, formations and units to review achievements, challenges and share experience                                                                                 | Annual NPS Conference for Senior management held                              | Minutes of the Meeting                                                                                                  | Minutes                                                                 |
|                                                                                                                                  | Establish NPS annual regional conferences for OCS's and APS sub-county commanders to precede NPS annual conference at regional level                                                                                                                                                   | Annual NPS Conference for OCS's and APS sub-county commanders                 | Minutes of the Meeting                                                                                                  | Minutes                                                                 |
| <b>Objective 2: Increase capacities for internal and external accountability, transparency and prevention of corruption</b>      |                                                                                                                                                                                                                                                                                        |                                                                               |                                                                                                                         |                                                                         |
| Promote principles and values of accountability and transparency for prevention of corruption in the National Police Service     | Develop NPS Corruption Prevention policy, guidelines and Work plan.                                                                                                                                                                                                                    | Policy, guidelines and work plan developed                                    | Gazettement of the policies                                                                                             | Gazette notice                                                          |
|                                                                                                                                  | Implement corruption prevention strategy for the National Police Service                                                                                                                                                                                                               | Increased awareness on corruption                                             | Low corruption Index                                                                                                    | Perception survey                                                       |
|                                                                                                                                  | Review the code of conduct for the National Police Service                                                                                                                                                                                                                             | Revised Code of conduct                                                       | Stakeholders Consultation form                                                                                          | Minutes                                                                 |
|                                                                                                                                  | Establish and launch a corruption incidence reporting SMS platform among Police officers by Police officers and members of the Public                                                                                                                                                  | SMS number is launched                                                        | Number and nature of incidences reported. No of police officers and public reporting                                    | Safaricom and Airtel SMS print outs and reports                         |
| <b>Objective 3: Develop a framework of enhancing motivation in the National Police Service and improvement of police welfare</b> |                                                                                                                                                                                                                                                                                        |                                                                               |                                                                                                                         |                                                                         |
| Transformation of the National Police Service                                                                                    | Develop a transformation strategy for the National Police Service with clearly identified transformation results areas                                                                                                                                                                 | Transformation strategy developed                                             | Strategy Document                                                                                                       | Strategy Document                                                       |
|                                                                                                                                  |                                                                                                                                                                                                                                                                                        | Transformation Areas Identified                                               | List of the Identified area                                                                                             | Transformation Report                                                   |
|                                                                                                                                  | Oversee implementation of transformation strategy in 4 areas<br>a. Cleanliness of police work place and living environments<br>b. Friendliness of police officers to colleagues and public<br>c. Orderliness of police officers and<br>d. Police officers respect for chain of command | Policy directions, supervision and monitoring to KPS, APS and DCI is provided | Circulars issued, No of guiding team trained and No. of launch ceremonies held supervisory and monitoring meetings held | Reports, circulars, minutes, monitoring visits and supervisory meetings |

| Strategies                                                                    | Activities                                                                                                                                                                                                                                                                                          | Expected outputs                                                                                                                                      | Key performance indicators                                                                                                                   | Means of verification                                                             |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
|                                                                               | Provide leadership and policy guidance to KPS, APS and DCI on implementation of the following NPS Transformation pillars<br>a. NPS Organization Culture<br>b. People Management and transformational leadership<br>c. Partnerships and networking and collaborations<br>d. NPS Infrastructural gaps | New Culture and value areas identified<br>Commanders' people management styles transformed<br>New partnerships areas and infrastructural gaps reduced | Emerging new cultures and value system<br>New leadership styles<br>New partnerships<br>Extent to which infrastructural gaps has been reduced | Minutes, regulations and policies, Monitoring reports, survey and studies reports |
| Reengineer culture, attitude and values change in the National Police Service | Carry out a study on dominant police culture, attitudes, values and the way they manifest in the National Police Service with a view to identify strengths and gaps and ways of enhancing delivery of National Police Service strategy in line with the NPS shared aphorism                         | The study is carried out                                                                                                                              | Study report on culture, attitudes and values.<br>Strengths and Gaps identified                                                              | Study Report                                                                      |
|                                                                               | Carry out a study of police supervisory and management styles that shape behaviors of police officers with a view to identifying strengths, gaps and ways of enhancing delivery of National Police Service strategy in line with the NPS shared aphorism                                            | Study report on Police supervisory and management style<br>Strengths and Gaps identified                                                              | Implementation of the report's recommendations<br>List of strengths and gaps identified                                                      | Study Report<br>Study report                                                      |
|                                                                               | Develop value signature tunes, short documentary clips and articles to promote positive shared values in the National Police Service                                                                                                                                                                | Value signature tunes, documentary clips and articles prepared                                                                                        | No. of Stakeholder meetings held                                                                                                             | Minutes                                                                           |
|                                                                               | Communicate the value signature tunes, short documentaries clips and articles to promote positive shared values in the National Police Service through appropriate media and forums                                                                                                                 | Value signature tunes, documentary clips broadcasted through appropriate media                                                                        | Number of talk shows, documentaries and short clips aired through broadcast media                                                            | Media station programme transcript                                                |
|                                                                               | Initiate a National Police Service Value magazine to be published quarterly by an editorial board drawn from across the services                                                                                                                                                                    | NPS magazine published                                                                                                                                | No. of Magazines published                                                                                                                   | Magazines                                                                         |
| Improve the work and living environment for police officers                   | Refurbishment and face lift of Police stations and APS posts including construction of a perimeter wall and gate                                                                                                                                                                                    | Modern Police station and AP Posts                                                                                                                    | Number of modern police stations refurbished                                                                                                 | Inspection report                                                                 |
|                                                                               | Refurbishment and facelift of police lines and AP lines including development of a perimeter wall and gate                                                                                                                                                                                          | Habitable police and adequate police quarters                                                                                                         | Number of habitable police quarters refurbished                                                                                              | Inspection report                                                                 |

| Strategies                                                                                                                                                                  | Activities                                                                                                                                                                             | Expected outputs                                                                                                                                                               | Key performance indicators                                                                             | Means of verification                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
|                                                                                                                                                                             | Develop a concept note on strengthening management of Police Stations through local community participation                                                                            | Concept note is developed and discussed to inform policy                                                                                                                       | Policy issues and reforms recommendations in police station management                                 | Concept note and policy highlights                                      |
|                                                                                                                                                                             | Implement the concept paper on reforms in the management of Police Stations through local community participation                                                                      | Police stations development management Boards(PSDMB) are introduced                                                                                                            | Number of Police stations with Development Management Boards (PSDMB) fully established                 | Launch reports of Police stations Development Management Boards(PSDMB)  |
| <b>Objective 4: Build capacity for strategic human resource management and professionalism in the National Police Service</b>                                               |                                                                                                                                                                                        |                                                                                                                                                                                |                                                                                                        |                                                                         |
| Evaluate the 2011 police training curriculum for basic and cadet courses and submit it to NPSC for approval                                                                 | Carryout a summative evaluation of the National Police Service basic recruits' and cadet recruits' training curriculum 2011 and submit recommendations to NPSC for curriculum approval | Evaluation is carried out and Revised Curriculum submitted to NPSC                                                                                                             | Recommendations for revision of the Police training curriculum                                         | Evaluation report<br>Revised curriculum<br>Submission circulars to NPSC |
|                                                                                                                                                                             | Identify proposals for changes in content, duration of training, examination and certification                                                                                         | Changes are identified                                                                                                                                                         | Proposed changes in duration for training, Examination and certification identified                    | Reports                                                                 |
|                                                                                                                                                                             | Conduct an assessment of the existing training materials, facilities being used to deliver the Police training curriculum                                                              | Assessment is carried out                                                                                                                                                      | Assessed Training centers and the training materials                                                   | Assessment Report                                                       |
|                                                                                                                                                                             | Development of training materials and modules for delivery of other general units of the police training curriculum in liaison with NPS                                                | Training manuals and modules developed                                                                                                                                         | Developed Training Manuals                                                                             | Training Manuals and Modules                                            |
|                                                                                                                                                                             | Develop training modules on specialized areas, including Anti-Corruption, Code of Conduct, Gender and Human Rights and Accountability                                                  | Training modules on specialized areas i.e. code of conduct, anti-corruption, Gender and human Rights and Accountability developed                                              | Developed Training Manuals                                                                             | Training Manuals and Modules                                            |
| <b>Objective 5: Re-engineer police capabilities through improving operational preparedness, logistical capacity, tooling and kitting</b>                                    |                                                                                                                                                                                        |                                                                                                                                                                                |                                                                                                        |                                                                         |
| Transform police communications and operations from analogue voice only, to digital system using Integrated Command Control and Communication (IC <sup>3</sup> ) technology | Facilitate adoption of a digital system for command, control and communication to enable utilization of voice, data and visual surveillance in police operations                       | Analogue voice only police communications is gradually phased out and voice, data and video surveillance digital communications adopted in Mombasa and Nairobi county commands | Number of radio rooms and Control rooms closed down and IC <sup>3</sup> digital communications adopted | Full adoption of IC <sup>3</sup> in police operations                   |



| Strategies                                  | Activities                                                                                                                                                                    | Expected outputs                                                          | Key performance indicators                                                 | Means of verification                                                          |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------|
|                                             | Establish IC <sup>3</sup> as a formation in order to build and strength its functions, command and relationship with other existing structure in NPS to ensure sustainability | IC <sup>3</sup> formation established                                     | Operationalization of the IC <sup>3</sup> Formation                        | Operational structure, systems and strategy of IC <sup>3</sup> formation exist |
|                                             | Monitor and evaluate application of standards that conform to best practices in integrated command, control and communication for police operations                           | Performance of IC <sup>3</sup> is monitored against set criteria and tool | Performance of IC <sup>3</sup> in managing crime and disorder              | M&E report and tools                                                           |
| Implementation of Police modernization plan | Improve police mobility                                                                                                                                                       | Mobility Improved                                                         | No. of mobility equipment acquired.                                        | Equipment registers                                                            |
|                                             | Provide non-residential buildings for police officers                                                                                                                         | Non-residential infrastructure provided                                   | Number of infrastructure provided                                          | Infrastructure certificates of completions and occupation                      |
|                                             | Provide residential buildings for police officers                                                                                                                             | Adequate Habitable residential houses                                     | No. of residential buildings provided and number of police officers housed | Houses completion certificates                                                 |
|                                             | Provide adequate police security equipment's                                                                                                                                  | Adequate Security Equipment acquired                                      | No. of security equipment acquired                                         | Equipment registers and inventories                                            |

## 1.2 Detailed Implementation Plan for NPS Headquarters

| Activities                                                                                                                                                                                                                                          | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                                                                                                     | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                                                                                                     | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| <b>Strategy: Finalize, Gazette and Implement the new SSOs</b>                                                                                                                                                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Review existing gaps in the draft SSO's taking cognizance of emerging changes in the system such as introduction of IC <sup>3</sup> in the command and control and the new county command as per section 85 of the security laws amendment act 2014 |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                         |             |             |
| Gazettement and mass publication of SSO's                                                                                                                                                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                        |             |             |
| Dissemination and sensitization of SSO's to all the police stations, AP Posts, Formations and Units                                                                                                                                                 |                                            |    |    |    |           |    |    |    |           |    |    |    | 100                       | 50          | 50          |
| Launch of SSO and Communication to the Police officers including recalling and surrender of the old FSO's for archiving                                                                                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                         |             |             |
| Monitoring and evaluation of the implementation of SSO's                                                                                                                                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                        | 10          | 10          |
| <b>Strategy: Operationalize NPS command and control at the counties including police formations and units</b>                                                                                                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Organize regular joint sensitization workshops for all the service County Commanders on the reorganization of county commands and introduction of a position for County Coordinating Commander and implications                                     |                                            |    |    |    |           |    |    |    |           |    |    |    | 100                       | 100         | 100         |

| Activities                                                                                                                                                                                             | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                                                        | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                                                        | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Develop and issue a circular on clear job descriptions, roles and responsibilities of the County Coordinating Commander                                                                                |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| <b>Strategy: Operationalize County Policing Authority</b>                                                                                                                                              |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Appoint the County Coordinating Commander, DCI commander and other Service county commanders as technical members of the County Policing Authority in each county                                      |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Communicate the guidelines on County Policing authorities and provide roles and responsibilities expected of police members of the CPA                                                                 |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                        |             |             |
| <b>Strategy: Strengthen policy and management communications and consultations across KPS, APS and DCI</b>                                                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Initiate regular quarterly senior management joint meetings for KPS, APS and DCI to discuss emerging reform policy issues affecting NPS                                                                |                                            |    |    |    |           |    |    |    |           |    |    |    | 100                       | 100         | 100         |
| Initiate an annual NPS conference for senior management from KPS, APS and DCI headquarters directorates, county commands, formations and units to review achievements, challenges and share experience |                                            |    |    |    |           |    |    |    |           |    |    |    | 250                       | 250         | 250         |

| Activities                                                                                                                                    | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                               | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                               | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Establish NPS annual regional conferences for OCS's and APS sub-county commanders to precede NPS annual conference                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 250                       | 250         | 250         |
| <b>Strategy: Promote principles and values of accountability and transparency for prevention of corruption in the National Police Service</b> |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Develop NPS Corruption Prevention policy, guidelines and Work plan                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                        |             |             |
| Implement corruption prevention strategy for the National Police Service                                                                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                        | 50          | 50          |
| Review the code of conduct for the National Police Service                                                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                         |             |             |
| Strengthen internal accountability mechanisms in the National Police Service and collaborations with IAU & IPOA                               |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Establish and launch a corruption incidence reporting SMS among Police officers by Police officers and members of the Public                  |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                         |             |             |
| <b>Strategy: Transformation of the National Police Service</b>                                                                                |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Develop a transformation strategy for the National Police Service with clearly identified transformation results areas                        |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                        |             |             |

| Activities                                                                                                                                                                                                                                                                                                                                                 | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                                                                                                                                                                                                            | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                                                                                                                                                                                                            | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Provide policy direction to KPS, APS & DCI, supervision, monitoring and evaluation of the transformation strategy in 4 areas<br>i. Cleanliness of police work place and living environments<br>ii. Friendliness of police officers to colleagues and public<br>iii. Orderliness of police officers and<br>iv. Police officers respect for chain of command |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Provide leadership and policy guidance to KPS, APS and DCI on implementation of the following NPS Transformation pillars<br>a. NPS Organization Culture<br>b. People Management and transformational leadership<br>c. Partnerships and networking and collaborations<br>d. NPS Infrastructural gaps                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                        | 10          | 10          |

| Activities                                                                                                                                                                                                                                                                 | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                                                                                                                            | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                                                                                                                            | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Create a climate for change at the National Police Service by establishing a lead team, communicating urgency and vision for change around the identified transformation areas                                                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                         |             |             |
| Facilitate the change by engaging and enabling Police officers to buy in the changes, enable them to take necessary and immediate actions and identify quick wins areas                                                                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                         | 5           | 5           |
| Sustain the change by supporting continuous transformation of the identified areas, issuing new policies and regulations and establishing new standards and behaviors in the NPS                                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             | 5           |
| <b>Strategy: Reengineer culture, attitude and values change in the National Police Service</b>                                                                                                                                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Carry out a study on dominant police culture, attitudes values and the way they manifest in the National Police Service with a view to identify strengths and gaps and ways of enhancing delivery of National Police Service strategy in line with the NPS shared aphorism |                                            |    |    |    |           |    |    |    |           |    |    |    | 20                        |             |             |

| Activities                                                                                                                                                                                                                                               | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|-----|
|                                                                                                                                                                                                                                                          | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |     |
|                                                                                                                                                                                                                                                          | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |     |
| Carry out a study of police supervisory and management styles that shape behaviors of police officers with a view to identifying strengths, gaps and ways of enhancing delivery of National Police Service strategy in line with the NPS shared aphorism |                                            |    |    |    |           |    |    |    |           |    |    |    |                           | 20          |             |     |
| Develop value tunes, short documentary clips and articles to promote positive shared values in the National Police Service                                                                                                                               |                                            |    |    |    |           |    |    |    |           |    |    |    |                           | 50          |             |     |
| Communicate the value tunes, short documentary clips and articles to promote positive shared values in the National Police Service through appropriate media and forums                                                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    |                           | 25          | 25          |     |
| Initiate a National Police Service Value magazine to be published quarterly by an editorial board drawn from across the services                                                                                                                         |                                            |    |    |    |           |    |    |    |           |    |    |    |                           | 50          | 50          | 50  |
| <b>Strategy: Improve the work and living environment for police officers</b>                                                                                                                                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |     |
| Refurbishment and facelift of Police stations and APS posts including construction of a perimeter wall and gate                                                                                                                                          |                                            |    |    |    |           |    |    |    |           |    |    |    |                           | 300         | 300         | 300 |

| Activities                                                                                                                                                                            | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                                       | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                                       | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Refurbishment and facelift of police lines and AP lines including development of a perimeter wall and gate                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 200                       | 200         | 200         |
| Develop a concept note on strengthening management of Police Stations through local community participation                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                         |             |             |
| Implement the concept paper on reforms in the management of Police Stations through local community participation                                                                     |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                        | 50          | 50          |
| <b>Strategy: Evaluate the 2011 police training curriculum for basic and cadet courses and submit it to NPSC for approval</b>                                                          |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Carry out a summative evaluation of the National Police Service basic recruits and cadet recruits training curriculum 2011 and submit recommendations to NPSC for curriculum approval |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                        |             |             |
| Identify proposals for changes in content, duration of training, examination and certification                                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Conduct an assessment of the existing training materials, facilities being used to deliver the Police training curriculum                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 15                        |             |             |



| Activities                                                                                                                                                                                | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                                           | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                                           | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Development of training materials and modules for delivery of other general units of the police training curriculum in liaison with NPS                                                   |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                        | 50          |             |
| Develop training modules on specialized areas, including Anti-Corruption, Code of Conduct, Gender and Human Rights and Accountability                                                     |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                        | 10          |             |
| <b>Strategy: Transform police communications and operations from analogue voice only to digital system using Integrated Command Control and Communication (IC<sup>3</sup>) technology</b> |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Facilitate adoption of a digital system for command, control and communication to enable utilization of voice, data and visual surveillance in police operations                          |                                            |    |    |    |           |    |    |    |           |    |    |    | 300                       | 300         | 300         |
| Establish IC <sup>3</sup> as a formation in order to build and strengthen its functions, command and relationship with other existing structures in NPS to ensure sustainability          |                                            |    |    |    |           |    |    |    |           |    |    |    | 342                       |             |             |
| Monitor and evaluate application of standards that conform to best practices in integrated command, control and communication for police operations                                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 100                       | 100         | 100         |
| Implementation of Police modernization plan <sup>11</sup>                                                                                                                                 |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |

11. Source of budget figures is Police modernization Plan. Figures represent a collective budget for KPS, APS and DCI

| Activities                                            | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |               |               |
|-------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|---------------|---------------|
|                                                       | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |               |               |
|                                                       | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17   | 2017/<br>18   |
| Improve police mobility                               |                                            |    |    |    |           |    |    |    |           |    |    |    | 19,549                    | 17,966        | 6,624         |
| Provide non-residential buildings for police officers |                                            |    |    |    |           |    |    |    |           |    |    |    | 3,554                     | 3,104         | 2,619         |
| Provide residential buildings for police officers     |                                            |    |    |    |           |    |    |    |           |    |    |    | 4,250                     | 3,500         | 3,500         |
| Provide adequate police security equipment            |                                            |    |    |    |           |    |    |    |           |    |    |    | 5,730                     | 5,625         | 575           |
| <b>Grand totals</b>                                   |                                            |    |    |    |           |    |    |    |           |    |    |    | <b>35,625</b>             | <b>32,125</b> | <b>15,148</b> |

### 1.3 Logical Framework for Internal Affairs Unit – IAU

| Strategies                                                                                                                  | Activities                                                                                  | Expected outputs                                          | Key performance indicators                               | Means of verification                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <b>Objective 1: Strengthen the policy and institutional frameworks of IAU</b>                                               |                                                                                             |                                                           |                                                          |                                                                                               |
| Build a strong Governance system of IAU as an independent institution as provided for in the law                            | Complete and operationalize the organization structure for IAU                              | IAU officially launched                                   | Fully functional office                                  | Office                                                                                        |
|                                                                                                                             | Complete IAU Strategic plan                                                                 | A clear Strategic plan to guide IAU                       | Comprehensive undertaking of IAU mandate                 | Strategy in place                                                                             |
| Decentralize IAU in a phased approach                                                                                       | Establish IAU headquarters in Nairobi in a separate physical location from NPS Headquarters | Conducive environment where complainants feel comfortable | Fully furnished offices away from police premises        | Adequate office space to operationalize IAU structure                                         |
|                                                                                                                             | Establish IAU in Nairobi, Kisumu, Nakuru, Eldoret, Mombasa and Meru                         | Accessibility                                             | Less complaints received at IAU headquarters             | Functional offices in the areas mentioned                                                     |
| <b>Objective 2: Increase capacities for internal and external accountability, transparency and prevention of corruption</b> |                                                                                             |                                                           |                                                          |                                                                                               |
| Develop operating systems for IAU                                                                                           | Develop a digital complaints management system for IAU                                      | Digitalized complaints management                         | Effective and efficient complaints management            | Software in place<br>Staff trained on the same                                                |
|                                                                                                                             | Provide infrastructure and office equipment for IAU                                         | Efficiency                                                | Effectiveness and efficiency                             | Office equipment procured including computer hardware, cameras, tape recorders, mobile phones |
|                                                                                                                             | Provide adequate mobility and logistics for IAU                                             | Effectiveness and efficiency                              | Increased mobility to respond to complaints              | No. of motor vehicles procured                                                                |
|                                                                                                                             | Provide Tooling and Kitting for all the IAU staff                                           | Motivated and equipped IAU members of staff               | Effectiveness in work performance                        | Civilian dress allowance<br>No. of tape recorders<br>Cameras and mobile phone                 |
|                                                                                                                             | Establish a resource centre/Library at the IAU Headquarters                                 | Awareness                                                 | Updated IAU staff IAU as the professional standards unit | Resource centre with all NPS working documents                                                |
| Human resource development for IAU                                                                                          | Recruit investigators, crime and intelligence analysts for IAU                              | Proactive IAU                                             | Comprehensive progress reports                           | No. of specialist officers recruited                                                          |
|                                                                                                                             | Deploy all recruited staff of IAU to required strength                                      | Well capacitated IAU                                      | Timely resolution of complaints                          | No. of investigators deployed at the headquarters and also at the counties                    |
|                                                                                                                             | Evaluate the training curriculum for IAU                                                    | A comprehensive training program for IAU                  | Officers trained at various levels                       | Training curriculum in place                                                                  |

| Strategies                                                                                  | Activities                                                                                                | Expected outputs                                                                | Key performance indicators                                  | Means of verification                                                                             |
|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
|                                                                                             | Training of all IAU members on basic investigations skills                                                | Competent investigators                                                         | Trainings<br>Quality investigations reports                 | No. of officers trained on basic investigations skills                                            |
|                                                                                             | Train IAU members of inspectorate and above on advanced investigations                                    | Competent investigators                                                         | Trainings<br>Quality investigations reports                 | No. of officers trained on advanced investigations skills                                         |
|                                                                                             | Benchmarking visits and training to other IAU institutions in successful jurisdictions                    | Lessons learnt from best practices implemented to improve IAU                   | Improved IAU                                                | Benchmarking visits<br>International Trainings<br>Comprehensive report from the benchmarking tour |
|                                                                                             | IAU staff retreat                                                                                         | Motivated IAU staff                                                             | Effectiveness in work performance                           | Retreats attended                                                                                 |
| Communication Strategy                                                                      | Develop an IAU communication strategy                                                                     | Clear information on the IAU                                                    | Communication strategies developed                          | Strategy in place                                                                                 |
|                                                                                             | Development of IEC materials for communications and briefs                                                | Public awareness on IAU mandate                                                 | Informed public and police officers                         | Lectures and workshops conducted<br>brochures, newsletters, updated NPS website on IAU matters    |
|                                                                                             | Media outreach programme for audio visual communication                                                   | Public awareness on IAU mandate                                                 | Television and Radio shows as well as print media campaigns | No. of such programs and feedback from the same                                                   |
|                                                                                             | Development of IAU website                                                                                | Public awareness on IAU mandate                                                 | An interactive platform to clarify and share information    | A vibrant website linked to the NPS website                                                       |
|                                                                                             | Branding of IAU                                                                                           | IAU launched, and public and police officers aware of its existence and mandate | Fully functional IAU                                        | Efficient complaints resolution                                                                   |
|                                                                                             | Police officers sensitization programmes on the mandate of IAU and its operations                         | Public awareness                                                                | Informed public and police officers                         | Sensitization reports filed                                                                       |
| Build strong partnerships, networks and collaborations with relevant oversight institutions | Collaboration with other police oversight body's i.e. IPOA, NPSC, CAJ, EACC, ODPP, Judiciary among others | Better working partnership with relevant institutions                           | Linkages with external institutions established             | MOU's                                                                                             |
|                                                                                             | Initiate a semiannual IAU conference for the NPS and other reform institutions                            | Better working relationship within the NPS and other Security sector players    | Complaints returns from the services filed with IAU         | Semi-annual meetings minutes                                                                      |
|                                                                                             | Establish MOU's/linkage with support institutions e.g. Safaricom for access to data/information           | Accessibility of relevant information/data to IAU                               | Partnerships build                                          | MOU's                                                                                             |

| Strategies                                                    | Activities                                                                                             | Expected outputs                               | Key performance indicators                                | Means of verification                                           |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------|
| Implement Strategy on fight against corruption within the NPS | Develop and maintain a data base of corruption cases in the NPS                                        | Establish corruption trends                    | Decreased corruption cases                                | Database in place                                               |
|                                                               | Build capacity of integrity officers to serve as anti-corruption whistle blowers among police officers | Eradicate corruption                           | Decreased corruption cases                                | No. of integrity assurance officers trained in all the counties |
|                                                               | Sensitize police officers on corruption prevention                                                     | Reduce corruption cases                        | Decreased corruption cases                                | Reports on corruption prevention strategies                     |
|                                                               | Introduce annual integrity award for the officers demonstrating best fight against corruption          | Boost the morale of officers of high integrity | More officers motivated to desist from corrupt activities | No. of officers awarded the integrity award                     |

## 1.4 Detailed Implementation Matrix for Internal Affairs Unit

| Activities                                                                                                        | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                                                   | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                                                   | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| <b>Strategy: Build a strong Governance system of IAU as an Independent institution as provided for in the law</b> |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Complete and operationalize the organization structure of IAU                                                     |                                            |    |    |    |           |    |    |    |           |    |    |    | 25                         | 10          |             |
| Complete IAU Strategic plan                                                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          |             |             |
| <b>Strategy: Decentralize IAU in a phased approach</b>                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Establish IAU HQs in Nairobi in a separate physical location from NPS HQs                                         |                                            |    |    |    |           |    |    |    |           |    |    |    | 20                         |             |             |
| Establish IAU regional offices in Nairobi, Kisumu, Nakuru, Eldoret, Mombasa and Meru                              |                                            |    |    |    |           |    |    |    |           |    |    |    |                            | 30          | 30          |
| <b>Strategy: Develop operating systems for IAU</b>                                                                |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Develop a digital complaints management system for IAU and train officers on the same                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 30                         | 20          | 10          |
| Provide infrastructure and office equipment for IAU                                                               |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         | 15          | 10          |
| Provide adequate mobility and logistics for IAU                                                                   |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                         | 40          |             |
| Provide tooling and kitting of all IAU staff                                                                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 20                         | 20          | 20          |
| Establish a resource centre/Library at the IAU HQs.                                                               |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             | 40          |
| <b>Strategy: Human resource development</b>                                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Recruit investigators, crime and intelligence analysts for IAU                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 15                         | 10          | 15          |

| Activities                                                                             | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|----------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                        | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                        | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| Deploy all recruited staff of IAU to required strength                                 |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                          | 5           | 2           |
| Evaluate the training curriculum for IAU and validate                                  |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         |             |             |
| Training of all IAU members on basic investigations skills                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 40                         |             |             |
| Train IAU members of inspectorate and above on advanced investigations                 |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                         |             |             |
| Benchmarking visits and training to other IAU institutions in successful jurisdictions |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                         |             |             |
| Organize IAU Staff retreat                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          |             |             |
| <b>Strategy: Communication and Advocacy</b>                                            |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Develop an IAU Communication Strategy                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    | 5.5                        |             |             |
| Development of IEC materials for communication and briefs                              |                                            |    |    |    |           |    |    |    |           |    |    |    | 7                          | 5           | 5           |
| Media outreach programme for audio visual communication                                |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5           | 5           |
| Development of IAU website                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Branding of IAU                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         | 10          |             |
| Police officers' sensitization programme on the mandate of IAU and its operations      |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5           | 5           |

| Activities                                                                                                   | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|--------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                                              | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                                              | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| <b>Strategy: Build strong partnerships, networks and collaborations with relevant oversight institutions</b> |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Collaboration with other police oversight bodies                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                          | 2           | 3           |
| Initiate a semiannual IAU conference for the NPS and other reform institutions                               |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         | 10          | 10          |
| Establish MOU's/ linkage with support institutions e.g. Safaricom for access to data/information             |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          |             |             |
| <b>Strategy: Implement Strategy on fight against corruption within the NPS</b>                               |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Develop and maintain database of corruption cases in the NPS                                                 |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                          | -           | -           |
| Build capacity of integrity officers to serve as anti-corruption whistle blowers among police officers       |                                            |    |    |    |           |    |    |    |           |    |    |    | 40                         | 30          | 30          |
| Sensitize police officers on corruption prevention                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                          | 2           | 2           |
| Introduce annual integrity award for the officers demonstrating best fight against corruption                |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5           | 5           |
| <b>Grand total</b>                                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | <b>456.5</b>               | <b>209</b>  | <b>182</b>  |



## 1.5 Logical Framework for Kenya Police Service

| Strategies                                                                                                     | Activities                                                                                                                                                                                                                               | Expected outputs                                                               | Key performance indicators                                                                  | Means of verification                                           |
|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| <b>Objective 1: Strengthen the policy and institutional framework of Kenya Police Service</b>                  |                                                                                                                                                                                                                                          |                                                                                |                                                                                             |                                                                 |
| Development and dissemination of Policies                                                                      | Collection of amended NPS Act, NPSC Act, and IPOA Act and Security Laws Amendment Act 2014                                                                                                                                               | NPSC Act ,NPS Act, IPOA Act and Security Laws Amendments Acts copies collected | No. of copies collected                                                                     | Laws collected                                                  |
|                                                                                                                | Dissemination of Police related laws to all the County commanders from KPS                                                                                                                                                               | Availability of Police Acts at the KPS County Commanders' Offices              | No. of KPS County Commanders who have had access to the laws                                | Returns<br>Requisition and Issue Vouchers                       |
|                                                                                                                | Development of County Policing Authority Policy                                                                                                                                                                                          | County Policing Authority Policy is developed                                  | County Policing Authority Policy                                                            | Minutes<br>Returns                                              |
|                                                                                                                | Complete and launch Gender Mainstreaming Policy for KPS                                                                                                                                                                                  | Policy in place<br>Gender Mainstreaming Policy launched                        | Policy and no. of stakeholders in the launch                                                | Policy and launch report                                        |
|                                                                                                                | Complete and launch corruption prevention policy for KPS                                                                                                                                                                                 | Policy in place<br>Policy launched                                             | Policy                                                                                      | Policy and launch report                                        |
|                                                                                                                | Complete and launch fleet management policy for KPS                                                                                                                                                                                      | Policy in place<br>Policy launched                                             | Policy                                                                                      | Policy and launch report                                        |
|                                                                                                                | Dissemination of gender, corruption and fleet management policies to all the county commanders from KPS                                                                                                                                  | County commanders are given access to the policies                             | No. of county commanders with access to the policies                                        | Returns<br>Requisition and Issue Vouchers<br>policies           |
| Strengthen policy and management communications across directorates, county commands, formations and units     | Introduce regular quarterly directorates senior management joint meetings convened by DIG – KPS to discuss emerging reform policy issues affecting KPS                                                                                   | Joint management meetings convened                                             | No. of regular meetings held<br><br>No. of directorates, formations and units participating | Minutes and correspondences                                     |
|                                                                                                                | Introduce KPS annual conference for senior management from headquarters, directorates, county commands, formations and units to review achievements, challenges, share experience and discuss way forward on emerging reforms in the KPS | Annual KPS Conference Held                                                     | No. of directorates, formations and units participating                                     | KPS annual conference report                                    |
|                                                                                                                | Establish an annual award for the most reformed directorate, county command, formations and units in KPS against a certain criteria of reforms                                                                                           | Awards established and award ceremony held                                     | No. of award ceremonies held and criteria developed                                         | Awards and criteria                                             |
| <b>Objective 2: Increase capacities for internal accountability, transparency and prevention of corruption</b> |                                                                                                                                                                                                                                          |                                                                                |                                                                                             |                                                                 |
| Cooperation and support provision to IAU and IPOA                                                              | Promptly facilitate inquiries by IAU and IPOA on any matter under their mandate                                                                                                                                                          | Inquiries by IAU and IPOA are responded to promptly                            | No. of inquiries replied to promptly from IAU and IPOA                                      | Inquiry records and correspondences.                            |
|                                                                                                                | Sensitize all directorates, county commanders, formations and units of KPS on the functions and the need to cooperate with IAU and IPOA                                                                                                  | Directorates, county commanders, formations and units of KPS are sensitized    | No. of KPS sensitized                                                                       | Registers, attendance sheets and sensitization workshop reports |

| Strategies                                                                                                                    | Activities                                                                                                                                                                                         | Expected outputs                                                                                                | Key performance indicators                                                                      | Means of verification                              |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------|
|                                                                                                                               | Designate all officers commanding stations and commanders of formations and units as liaison officers for IAU for any inquiries under their jurisdictions                                          | Liaison officers designated in formations and units                                                             | Correspondence for designation                                                                  | Minutes and circulars                              |
| Prevention of corruption in the Kenya Police Service                                                                          | Implement corruption prevention policy of KPS                                                                                                                                                      | Policy Implemented                                                                                              | Number of corruption incidences detected and prevented                                          | Monitoring reports, IAU reports on complaints      |
|                                                                                                                               | Hold joint police and public forums to sensitize the public and police against corruption                                                                                                          | Informed members of the service and public on corruption                                                        | No. of sensitization forums held                                                                | Attendant list                                     |
|                                                                                                                               | Develop Information Education and Communication materials to educate police officers against corruption                                                                                            | Information, Education and Communication Materials developed                                                    | Developed materials<br>Workshops held                                                           | Information, Education and Communication Materials |
|                                                                                                                               | Strengthen the role of integrity officers at directorates, police stations, Police divisions, formations and units as whistle blowers against corruption at KPS                                    | Integrity officers are established and strengthened at the Directorates, Police stations, Police divisions etc. | No. of Directorates, Police stations, Police divisions whose integrity officers are established | Integrity officers' confidential reports           |
|                                                                                                                               | Establish corruption prevention committees at directorates, police stations, Divisions, county commander's offices, formations and units for KPS                                                   | Corruption Prevention Committees are established                                                                | Committee membership and issues deliberated                                                     | Minutes                                            |
|                                                                                                                               | Develop anti-corruption manual for the Kenya Police Service                                                                                                                                        | Manual Development for the Kenya Police Service                                                                 | The Manual                                                                                      | The Manual                                         |
| <b>Objective 3: Build capacity for strategic human resource management and professionalism in the National Police Service</b> |                                                                                                                                                                                                    |                                                                                                                 |                                                                                                 |                                                    |
| Training and capacity building of officers                                                                                    | Train KPS inspectorate on Advanced Crime Investigations                                                                                                                                            | Inspectors trained on Advanced Investigations                                                                   | No. of courses run and No. of inspectors trained                                                | Course reports                                     |
|                                                                                                                               | Train KPS crime branch officers on basic crime investigations                                                                                                                                      | Trained Crime branch officers on crime investigation                                                            | No. of Crime branch officers trained                                                            | Course reports                                     |
|                                                                                                                               | Train KPS members of inspectorates on middle level management courses in partnership with Kenya School of Government Campuses and station/ Company commanders' course at their respective colleges | Members Inspectors Trained on Middle level Management and Station/Company Commander courses                     | No. of Officers trained                                                                         | Training reports and KSG certification             |
|                                                                                                                               | Train KPS inspectorate on culture and values transformation                                                                                                                                        | Transformed and well cultured police officers                                                                   | No. of Officers Trained                                                                         | Course Report                                      |
|                                                                                                                               | Mainstream Anti-Corruption training in Kenya Police training of college recruits and in-service training courses                                                                                   | Anti-Corruption mainstreamed in the police training curriculum for recruit and in-service courses               | Curriculum for recruit and in service courses                                                   | Curriculum for recruit and in service courses      |
|                                                                                                                               | Develop a training manual on the Code of Conduct and Ethics for KPS                                                                                                                                | Training manual on Code of conduct and Ethics developed                                                         | No. of courses trained by use of the manual                                                     | Training manual                                    |
|                                                                                                                               | Sensitize all KPS officers on code of conduct and ethics                                                                                                                                           | Informed police officers                                                                                        | No. of sensitizations carried out                                                               | List of attendance and reports                     |

| Strategies                                                                                                                               | Activities                                                                                                                                            | Expected outputs                                                                                                     | Key performance indicators                                    | Means of verification                                       |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------|
| <b>Objective 4: Re-engineer police capabilities through improving operational preparedness, logistical capacity, tooling and kitting</b> |                                                                                                                                                       |                                                                                                                      |                                                               |                                                             |
| Development of model police stations/centers of excellence                                                                               | Develop a Concept Paper on Police Stations/Centers of Excellence                                                                                      | Concept paper developed                                                                                              | No. of stakeholder workshops held                             | Concept paper on Police Stations/Center of Excellence       |
|                                                                                                                                          | Identify potential sites and carryout feasibility studies                                                                                             | Reports on feasibility studies and potential sites in place                                                          | Feasibility study report                                      | Feasibility study report                                    |
|                                                                                                                                          | Equip the identified Police Stations/ Centers of Excellence                                                                                           | Fully equipped, effective and efficient police station/camps/ Centre of Excellence                                   | No and type of equipment and supplies                         | Requisition and issue vouchers<br>Supply and delivery notes |
|                                                                                                                                          | Implement the Concept on Police Stations/Centers of Excellence                                                                                        | Effective and efficient service delivery                                                                             | Clean and efficient police stations                           | Inspection reports<br>Public acceptance                     |
|                                                                                                                                          | Carryout surveys on implementation of the Police Station, including perception surveys, crime rate, internal processes and conditions of the stations | Report of Survey in place                                                                                            | No. of police stations visited<br>No. of officers interviewed | Report of survey                                            |
|                                                                                                                                          | Digitalization of Occurrence Books in Police stations                                                                                                 | Digitalized Occurrence Book software programme is developed and tested                                               | Procurement of the Occurrence Book software                   | Digitalized Occurrence Book                                 |
|                                                                                                                                          | Ensure adequate supplies including paralegal documents; police stations stationary, gas and fuel, critical tools and equipment for Police officers    | Adequate supplies of paralegal documents, stationery, gas and fuel, critical tools and equipment for police officers | No. of Stores supplied                                        | Requisition and issue vouchers<br>Supply and delivery notes |
| Strengthen practice of community policing and Usalama Msingi initiatives                                                                 | Support the implementation of the National Community Policing Policy                                                                                  | National Community Policing Policy implemented                                                                       | Implementation plan and progress report                       | Implementation report                                       |
|                                                                                                                                          | Conduct baseline study on practice of community policing                                                                                              | Report on baseline study on community policing practice in place                                                     | Baseline report                                               | Baseline report                                             |
|                                                                                                                                          | Develop and implement user-friendly information materials about community policing                                                                    | Community policing user friendly implementation plan developed                                                       | Implementation plan                                           | Implementation plan                                         |
|                                                                                                                                          | Coaching police stations and Community Policing Committees to develop and implement Communication Strategy                                            | Police/Community Communication Strategy developed                                                                    | Improved police-community interactions                        | Communication strategy                                      |
|                                                                                                                                          | Review the module for Community policing in police training curriculum                                                                                | Police training curriculum reviewed                                                                                  | Police training curriculum                                    | Police training curriculum                                  |

| Strategies                                                                                                                                  | Activities                                                                                                                                                                   | Expected outputs                                                                                           | Key performance indicators                                                                                                                                           | Means of verification                                |
|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| <b>Objective 5: Improve police welfare through development and implementation of a framework of motivation for the Kenya Police Service</b> |                                                                                                                                                                              |                                                                                                            |                                                                                                                                                                      |                                                      |
| Transformation of Kenya Police service                                                                                                      | Implement the NPS transformation strategy at KPS in the 4 areas                                                                                                              | Transformation Strategy is implemented                                                                     | Changes in the 4 areas under transformation                                                                                                                          | Monitoring reports                                   |
|                                                                                                                                             | a) Cleanliness of KPS workplace and living environments                                                                                                                      | Clean, tidy and conducive work and living environment                                                      | Cleanliness and sanitation levels of officers' sanitation blocks, offices and Police stations compound                                                               | Inspection Reports                                   |
|                                                                                                                                             | b) Friendliness of KPS officers to colleagues and public                                                                                                                     | Improve public relations and relations with colleagues                                                     | Enhanced Image and Job satisfaction                                                                                                                                  | Public Rating<br>Improved service delivery           |
|                                                                                                                                             | c) Orderliness of KPS offices, residential areas, police yards                                                                                                               | Well labeled gates, signboards, police offices, well displayed parking yard and residential/camp compounds | Labeled gates and signboards, police offices, improved cleanliness at residential/camp and tidy parking yards                                                        | Inspection reports/returns                           |
|                                                                                                                                             | d) KPS officers respect for chain of Command                                                                                                                                 | Effective management and communication                                                                     | Improve service delivery<br>Improved discipline                                                                                                                      | Public satisfaction (rating)<br>Defaulter registers  |
|                                                                                                                                             | Create a climate for change at KPS by establishing a lead team, communicating urgency and vision for change around the identified transformation areas                       | Lead Team established<br>Communication agency procured<br>Transformation areas identified                  | No. of Meetings held by the team<br>No. of Communications held by the agency<br>No. of Transformation Area identified                                                | Minutes<br>Communication Log<br>Transformation areas |
|                                                                                                                                             | Facilitate the change by engaging and enabling KPS officers to buy in the changes to enable them take necessary and immediate actions and identify quick wins areas          | Ideas on change are adopted and owned by Police officers<br><br>Quick win areas identified                 | No. of officers identifying and owning the reforms<br><br>Internal perceptions of reforms by Police officers                                                         | Monitoring reports                                   |
|                                                                                                                                             | Sustain the change by supporting continuous transformation of the identified areas, issuing new policies and regulations and establishing new standards and behaviors at KPS | Sustained transformation<br>New Policies, regulations developed and issued                                 | Sustained transformation<br>Internal perceptions of reforms by Police officers<br><br>No. of stakeholders meetings held<br>No. of Policies and Regulations developed | Documentation of change                              |

| Strategies                              | Activities                                                                                                                                                                              | Expected outputs                                        | Key performance indicators                      | Means of verification                                        |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------|
| Development of KPS motivation framework | Develop an innovative way of recognizing KPS officer's achievements and motivating them at work                                                                                         | Policy on recognition and motivation in place           | No. of officers recognized and motivated        | Policy                                                       |
|                                         | Initiate a KPS magazine on quarterly basis with a complete editorial board to attract article on police officers achievement, innovations and best practices in KPS work                | Kenya police Magazine in place                          | No. of KPS Magazine published                   | Magazine                                                     |
|                                         | Initiate an innovative way for recognition of KPS officers at county levels where county commanders will be expected to hold annual recognition events for officers with various awards | County recognitions events are held by county commander | Number of officers and area of recognition      | reports                                                      |
|                                         | Build capacity for innovative supervisory styles of officers among the junior ranks and inspectorate to ensure officers are motivated at work                                           | New supervisory styles are documented                   | Number of best practices on new supervisory     | Number of supervisors with documented new supervisory styles |
|                                         | Improve access to basic working tools and equipment's, tooling and kitting of officers including adequate stationary and reference documents                                            | Accessibility improved                                  | No. of basic working tools and equipment issued | Requisition and Issue Voucher                                |

## 1.6 Detailed Implementation Plan for Kenya Police Service

| Activity                                                                                                                                             | Quantity timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate Ksh. M |             |             |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|------------------------|-------------|-------------|
|                                                                                                                                                      | 2015/2016                                 |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years        |             |             |
|                                                                                                                                                      | Q1                                        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16            | 2016/<br>17 | 2017/<br>18 |
| <b>Strategy: Development and dissemination of policies</b>                                                                                           |                                           |    |    |    |           |    |    |    |           |    |    |    |                        |             |             |
| Collection of amended NPS Act, NPSC Act, and IPOA Act and Security laws amendment Act 2014                                                           |                                           |    |    |    |           |    |    |    |           |    |    |    | 2                      |             |             |
| Dissemination of Police related laws to all the County commanders from KPS                                                                           |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                      |             |             |
| Development of County Policing Authority Policy                                                                                                      |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                      |             |             |
| Complete and launch Gender mainstreaming Policy for KPS                                                                                              |                                           |    |    |    |           |    |    |    |           |    |    |    | 10                     |             |             |
| Complete and launch corruption prevention policy for KPS                                                                                             |                                           |    |    |    |           |    |    |    |           |    |    |    | 10                     |             |             |
| Complete and launch fleet management policy for KPS                                                                                                  |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                      |             |             |
| Dissemination of gender, corruption and fleet management policies to all the county commanders from KPS                                              |                                           |    |    |    |           |    |    |    |           |    |    |    | 10                     | 10          |             |
| <b>Strategy: Strengthen policy and management communications across directorates, county commands, formations and units</b>                          |                                           |    |    |    |           |    |    |    |           |    |    |    |                        |             |             |
| Introduce regular quarterly directorates senior management joint meetings convened by DIG KPS to discuss emerging reform policy issues affecting KPS |                                           |    |    |    |           |    |    |    |           |    |    |    | 2                      | 2           | 2           |

| Activity                                                                                                                                                                                                                                | Quantity timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                                                                                         | 2015/2016                                 |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                                                                                         | Q1                                        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Introduce KPS annual conference for senior management from headquarters directorates, county commands, formations and units to review achievements, challenges, share experience and discuss way forward on emerging reforms in the KPS |                                           |    |    |    |           |    |    |    |           |    |    |    | 50                        | 50          | 50          |
| Establish an annual award for the most reformed directorate, county command, formations and units in KPS against a certain criteria of reforms                                                                                          |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                         | 5           | 5           |
| <b>Strategy: Cooperation and support provision to IAU and IPOA</b>                                                                                                                                                                      |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Promptly facilitate inquiries by IAU and IPOA on any matter under their mandate                                                                                                                                                         |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Sensitize all directorates, county commanders, formations and units of KPS on the functions and the need to cooperate with IAU and IPOA                                                                                                 |                                           |    |    |    |           |    |    |    |           |    |    |    | 20                        |             |             |
| Designate all officers commanding stations and commanders of formations and units as liaison officers for IAU for any inquiries under their jurisdictions                                                                               |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| <b>Strategy: Prevention of corruption in the Kenya Police Service</b>                                                                                                                                                                   |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Implement corruption prevention policy of KPS                                                                                                                                                                                           |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                         | 5           | 5           |
| Hold joint police and public forums to sensitize the public and police against corruption                                                                                                                                               |                                           |    |    |    |           |    |    |    |           |    |    |    | 10                        | 10          | 10          |

| Activity                                                                                                                                                                                          | Quantity timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                                                   | 2015/2016                                 |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                                                   | Q1                                        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Develop Information Education and Communication materials to educate police officers against corruption                                                                                           |                                           |    |    |    |           |    |    |    |           |    |    |    | 20                        | 20          | 20          |
| Strengthen the role of integrity officers at directorates, police stations, Police divisions, formations and units as whistle blowers against corruption at KPS                                   |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                         | 5           | 5           |
| Establish corruption prevention committees at directorates, police stations, Divisions, county commander's offices, formations and units for KPS                                                  |                                           |    |    |    |           |    |    |    |           |    |    |    | 2                         | 2           | 2           |
| Develop anti-corruption manual for the Kenya Police Service                                                                                                                                       |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                         |             |             |
| <b>Strategy: Training and capacity building of officers</b>                                                                                                                                       |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Train KPS inspectorate on advanced crime investigations                                                                                                                                           |                                           |    |    |    |           |    |    |    |           |    |    |    | 20                        |             |             |
| Train KPS crime branch officers on basic crime investigations                                                                                                                                     |                                           |    |    |    |           |    |    |    |           |    |    |    | 20                        |             |             |
| Train KPS members of inspectorates on middle level management courses in partnership with Kenya School of Government Campuses and station/Company commanders' course at their respective colleges |                                           |    |    |    |           |    |    |    |           |    |    |    | 15                        | 15          | 15          |
| Train KPS inspectorate on culture and values transformation                                                                                                                                       |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                         | 5           | 5           |



| Activity                                                                                                                                               | Quantity timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                        | 2015/2016                                 |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                        | Q1                                        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Mainstream Anti-Corruption training in Kenya Police training of college recruits and in-service training courses                                       |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Develop a training manual on the Code of Conduct and Ethics for KPS                                                                                    |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                         |             |             |
| Sensitize all KPS officers on code of conduct and ethics                                                                                               |                                           |    |    |    |           |    |    |    |           |    |    |    | 6                         | 6           | 6           |
| <b>Strategy: Development of Model Police stations/centers of excellence</b>                                                                            |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Develop a Concept Paper on Police Stations/Centers of Excellence                                                                                       |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                         |             |             |
| Identify potential sites and carryout feasibility studies                                                                                              |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Equip the identified Police Stations/Centers of Excellence                                                                                             |                                           |    |    |    |           |    |    |    |           |    |    |    | 200                       |             |             |
| Implement the Concept on Police Stations/Centers of Excellence                                                                                         |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Carry out surveys on implementation of the Police Station, including perception surveys, crime rate, internal processes and conditions of the stations |                                           |    |    |    |           |    |    |    |           |    |    |    |                           | 10          |             |
| Digitalization of Occurrence Books in Police stations                                                                                                  |                                           |    |    |    |           |    |    |    |           |    |    |    | 100                       | 100         | 100         |
| Ensure adequate supplies including paralegal documents; police stations stationary, gas and fuel, critical tools and equipment for Police officers     |                                           |    |    |    |           |    |    |    |           |    |    |    | 250                       | 250         | 250         |

| Activity                                                                                                   | Quantity timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate Ksh. M |         |         |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|------------------------|---------|---------|
|                                                                                                            | 2015/2016                                 |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years        |         |         |
|                                                                                                            | Q1                                        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/16                | 2016/17 | 2017/18 |
| <b>Strategy: Strengthen practice of Community Policing and Usalama Msingi initiatives</b>                  |                                           |    |    |    |           |    |    |    |           |    |    |    |                        |         |         |
| Support the implementation of the National Community Policing Policy                                       |                                           |    |    |    |           |    |    |    |           |    |    |    | 100                    | 100     | 100     |
| Conduct baseline study on practice of community policing                                                   |                                           |    |    |    |           |    |    |    |           |    |    |    | 10                     |         |         |
| Develop and implement user-friendly information materials about community policing                         |                                           |    |    |    |           |    |    |    |           |    |    |    | 10                     | 10      |         |
| Coaching police stations and Community Policing Committees to develop and implement Communication Strategy |                                           |    |    |    |           |    |    |    |           |    |    |    | 10                     | 10      | 10      |
| Review the module for Community policing in police training curriculum                                     |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                      |         |         |
| <b>Strategy: Transformation of Kenya Police Service</b>                                                    |                                           |    |    |    |           |    |    |    |           |    |    |    |                        |         |         |
| Implement the NPS transformation strategy at KPS in the 4 areas                                            |                                           |    |    |    |           |    |    |    |           |    |    |    |                        |         |         |
| a) Cleanliness of KPS workplace and living environments                                                    |                                           |    |    |    |           |    |    |    |           |    |    |    | 100                    | 100     | 100     |
| b) Friendliness of KPS officers to colleagues and public                                                   |                                           |    |    |    |           |    |    |    |           |    |    |    | 50                     | 50      | 50      |
| c) Orderliness of KPS offices, residential areas, police yards                                             |                                           |    |    |    |           |    |    |    |           |    |    |    | 50                     | 50      | 50      |
| d) KPS officers respect for chain of Command, law and order                                                |                                           |    |    |    |           |    |    |    |           |    |    |    |                        |         |         |

| Activity                                                                                                                                                                     | Quantity timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                              | 2015/2016                                 |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                              | Q1                                        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Create a climate for change at KPS by establishing a lead team, communicating urgency and vision for change around the identified transformation areas                       |                                           |    |    |    |           |    |    |    |           |    |    |    | 50                        |             |             |
| Facilitate the change by engaging and enabling KPS officers to buy in the changes enabling them to take necessary and immediate actions and identify quick wins areas        |                                           |    |    |    |           |    |    |    |           |    |    |    |                           | 50          |             |
| Sustain the change by supporting continuous transformation of the identified areas, issuing new policies and regulations and establishing new standards and behaviors at KPS |                                           |    |    |    |           |    |    |    |           |    |    |    |                           | 50          |             |
| <b>Strategy: Development of KPS motivation framework</b>                                                                                                                     |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Develop an innovative way of recognizing KPS officer's achievements and motivating them at work                                                                              |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Initiate a KPS magazine on quarterly basis with a complete editorial board to attract articles on police officers' achievements, innovations and best practices in KPS work  |                                           |    |    |    |           |    |    |    |           |    |    |    | 5                         | 5           | 5           |

| Activity                                                                                                                                                                                | Quantity timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                                         | 2015/2016                                 |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                                         | Q1                                        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Initiate an innovative way for recognition of KPS officers at county levels where county commanders will be expected to hold annual recognition events for officers with various awards |                                           |    |    |    |           |    |    |    |           |    |    |    | 50                        | 50          | 50          |
| Build capacity for innovative supervisory styles of officers among the junior ranks and inspectorate to ensure officers are motivated at work                                           |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Improve access to basic working tools and equipment, tooling and kitting of officers including adequate stationary and reference documents                                              |                                           |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| <b>Grand total</b>                                                                                                                                                                      |                                           |    |    |    |           |    |    |    |           |    |    |    | <b>1237</b>               | <b>970</b>  | <b>840</b>  |

## 1.7 Logical Framework for Directorate of Criminal Investigations

| Strategies                                                                     | Activities                                                                                                                                             | Expected outputs                                                                                                                                                                                          | Key performance indicators                                                                                     | Means of verification                                             |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| <b>Objectives 1: Strengthen the policy and institutional framework for DCI</b> |                                                                                                                                                        |                                                                                                                                                                                                           |                                                                                                                |                                                                   |
| Strategy 1:<br>Strengthen DCI structure as per NPS Act 2011                    | Develop DCI structure and determine human resource requirements for uniformed and civilian staff                                                       | Re-designation of offices and uniformed officers' titles<br>New organizational structure established                                                                                                      | Authorization of new establishment<br>Alignment of command and control along new structure                     | Correspondences<br>Drafts<br>Reports                              |
|                                                                                | Register the structure with NPSC and seek no objection for implementation in consultation with IG - NPS                                                | New operational structure in place                                                                                                                                                                        | Authorization of new establishment                                                                             | Correspondences<br>Meetings' minutes<br>Reports                   |
|                                                                                | Determine optimal DCI complement and recommend to NPSC and seek approval for recruitment as per section 33 of NPS act 2011                             | Re-designation of civilian offices and officers' titles<br>Review of civilian organizational structure<br>New structure established<br>Determination of recruitment requirements for extra required staff | Authorization of new staff establishment<br>Determination of recruitment requirements for extra required staff | Drafts<br>Reports                                                 |
|                                                                                | Recruit and deploy optimal complement for DCI                                                                                                          | Improved efficiency in routine operations                                                                                                                                                                 | Authorization of new establishment<br>Recruitment and induction processes                                      | Reports<br>Returns                                                |
|                                                                                | Identify buildings and offices to be improved for accessibility country wide                                                                           | Updated status of buildings needing improvement                                                                                                                                                           | No. of accessible buildings per station (headquarters, counties, sub-counties)                                 | Reports                                                           |
| Strategy 2:<br>Development of policies regulations and guidelines              | Develop and mainstream a chapter on DCI functions in the SSO's for NPS                                                                                 | Updated SSO's                                                                                                                                                                                             | No. of meetings & workshops held and percentage completion of the document                                     | Updated drafts                                                    |
|                                                                                | Disseminate and sensitize all DCI officers on the relevant sections of SSOs guiding on DCI functions                                                   | All DCI officers sensitized on SSO's                                                                                                                                                                      | Abridged version of SSO's produced<br>Meetings, workshops & seminars held                                      | No. of copies distributed<br>Reports on meetings & workshops held |
|                                                                                | Collect relevant legislative and policy frameworks relevant to NPS and access to all DCI officers at Headquarters and counties to empower the officers | All officers fully briefed on policy framework                                                                                                                                                            | Proportion of identified documents disseminated                                                                | Reports                                                           |

| Strategies                                                                                                                          | Activities                                                                                                                                                   | Expected outputs                                                                                  | Key performance indicators                                                                                  | Means of verification                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| <b>Objective 2: Increase capacities for internal and external accountability, transparency and prevention of corruption for DCI</b> |                                                                                                                                                              |                                                                                                   |                                                                                                             |                                                                                              |
| Strategy 1: Cooperate and support IAU functions                                                                                     | Promptly facilitate inquiries by IAU on any matter under their mandate                                                                                       | Fast tracking of internal credit inquiries                                                        | Proportion of cases attended to                                                                             | Quarterly reports                                                                            |
|                                                                                                                                     | Sensitize all DCI sections, DCI County Commanders, DCI formations and units on the functions and the need to cooperate with IAU                              | Enhanced preparedness to act on audit issues by all officers                                      | No. of officers sensitized                                                                                  | Quarterly reports Meeting minutes                                                            |
| Strategy 2: Prevention of corruption at DCI                                                                                         | Develop and Implement DCI corruption prevention policy                                                                                                       | Production of policy document                                                                     | No. of meetings & forums held                                                                               | Minutes, Reports, Drafts                                                                     |
|                                                                                                                                     | Develop Information Education and Communication materials to educate police officers against corruption                                                      | Production of IEC materials                                                                       | No. of categories produced<br>No. printed & distributed                                                     | Reports, Dispatch schedule                                                                   |
|                                                                                                                                     | Strengthen the role of integrity officers at DCI directorates, DCI County Commanders offices, DCI formations and units as whistle blowers against corruption | Facilitation of officers to carry out regular M & E exercises                                     | No. of meetings, tours & workshops<br>No. of trainers trained                                               | Minutes, Reports                                                                             |
|                                                                                                                                     | Establish corruption prevention committees at DCI directorates, DCI County Commanders' offices, formations and units                                         | Review of terms of reference, meeting schedules & reporting formats                               | No. of workshops & review form                                                                              | Reports, Drafts                                                                              |
| <b>Objective 3: Build capacity for strategic human resource management and professionalism for DCI</b>                              |                                                                                                                                                              |                                                                                                   |                                                                                                             |                                                                                              |
| Strategy 1: Development of DCI training curriculum                                                                                  | Review existing DCI training curriculum                                                                                                                      | Establishment & realignment of faculty's issuance of recognized certificates & diplomas           | Percentage review work done                                                                                 | Reports, Drafts                                                                              |
|                                                                                                                                     | Pilot the implementation of the new DCI curriculum                                                                                                           | Identification of centers and candidates of piloting for all new programs                         | Percentage piloting done, percentage implementation                                                         | Reports, Training returns                                                                    |
|                                                                                                                                     | Development of materials and training modules for the new DCI curriculum                                                                                     | Instruction materials & syllabus produced                                                         | Hiring of consultants Draft materials                                                                       | Draft Reports                                                                                |
|                                                                                                                                     | Submit the DCI curriculum to NPSC for approval and commissioning                                                                                             | Reviewed curriculum approved for implementation                                                   | No. of joint meetings held                                                                                  | Correspondences                                                                              |
|                                                                                                                                     | Accreditation of DCI Training Academy to issue certificates and diplomas in Investigations                                                                   | Accreditation by regulatory bodies<br>issuance of certification for all programs being undertaken | Completion in construction of international students' hostels and lecture complex<br>Level of auditing done | Project reports<br>Accreditation certificate<br>Correspondences<br>No. of certificates given |

| Strategies                                        | Activities                                                                                | Expected outputs                                                                                                          | Key performance indicators                                                            | Means of verification                                  |
|---------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------|
| Strategy 2:<br>Improve schemes of service for DCI | Review of the DCI scheme of service in collaboration with the NPSC                        | New improved terms of service to motivate workforce                                                                       | Appointment of a joint committee                                                      | No. of meetings, workshops & Taskforce recommendations |
|                                                   | Identify cadres of officers and types of duties to qualify in distinct schemes of service | Development of scheme on basis of areas of specialization<br>An outline of job description for all cadres within a scheme | No. of schemes developed and approved                                                 | Minutes, draft schemes                                 |
|                                                   | Sensitize and communicate to DCI officers on the new schemes of service                   | All DCI officers sensitized on new SSO's competency development aligned to new SSO's                                      | Proportion of officers sensitized<br>Identification of promotion requirements         | Reports                                                |
| Strategy 3:<br>Improve communication for DCI      | Develop and implement DCI communication strategy                                          | Improved communication within section/units and between HQs & field services & the public                                 | Appointment of strategy team<br>Proportion of correspondences designed to strategy    | Correspondences, M & E reports                         |
|                                                   | Developing and implement DCI branding strategy                                            | Development of branding strategy to include flag, logo, colours, uniform                                                  | No. of meetings held<br>Percentage completion of design work<br>No. of items approved | Drafts, reports                                        |
|                                                   | Develop DCI public relations and communication strategy                                   | Appointment of a team to develop and implement strategy                                                                   | Percentage of development of strategy<br>Percentage progress in implementation        | Reports                                                |
|                                                   | Develop DCI website integrated with a social platform                                     | Completion of ongoing project, regular update of design, functionality and contents                                       | Hosting done<br>Reliability/uptime of website<br>Accessibility/usability              | Reports, Proposal<br>web analytics                     |
|                                                   | Initiate a DCI newsletter and appoint editorial board from all directorates               | Appointment of team with clear TOR's<br>Securing of contents by team from with DCI & Collaborators                        | Adoption of an appropriate design and structure<br>No. of issues published            | Reports publications                                   |
|                                                   | Develop a DCI code of conduct for specialists and professionals working with DCI          | Development and dissemination of the COC to all personnel concerned                                                       | Percentage development<br>No. of specialists & professionals sensitized               | Progress reports surveys                               |

| Strategies                                                                                                                     | Activities                                                                                                                                                                                                                                                                                                    | Expected outputs                                                                                                                                                    | Key performance indicators                                                                                      | Means of verification                       |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| Strategy 4:<br>Mainstream<br>Human rights in<br>DCI operations                                                                 | Establish linkages with various Human rights bodies                                                                                                                                                                                                                                                           | Updated data on collaborating bodies; their contracts; profiles; & areas of specialisation                                                                          | No. of joint forums held<br>Joint agreements made                                                               | Reports<br>Draft agreements                 |
|                                                                                                                                | Conduct a baseline survey on human rights violation                                                                                                                                                                                                                                                           | Status of HR violations among public & by security forces                                                                                                           | Updated status in terms of reported, unreported & unresolved cases, HR awareness etc                            | Reports                                     |
|                                                                                                                                | Design programmes to address human rights issues                                                                                                                                                                                                                                                              | Programs designed, budgeted & funds sourced                                                                                                                         | No. of programs started<br>No. of counties covered<br>No. of trainers trained<br>No. of types of issues covered | Reports<br>Survey                           |
|                                                                                                                                | Undertake TOTs for human right capacity strengthening                                                                                                                                                                                                                                                         | Enough personnel deployed to all counties                                                                                                                           | No. of periodical workshops held                                                                                | Quarterly Reports<br>Monthly staff returns  |
|                                                                                                                                | Establish enforcement mechanisms to deal with DCI errant officers                                                                                                                                                                                                                                             | Formation of internal team committee                                                                                                                                | Appointments done, meetings and cases resolved                                                                  | Correspondences minutes                     |
|                                                                                                                                | Develop gender mainstreaming policy                                                                                                                                                                                                                                                                           | Formulation, dissemination of policy & guidelines                                                                                                                   | No. of officers sensitized                                                                                      | Dissemination reports<br>compliance reports |
| <b>Objective 4: Improve police welfare through development and implementation of a framework of motivation of DCI officers</b> |                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                     |                                                                                                                 |                                             |
| Strategy 1:<br>Transformation<br>of DCI                                                                                        | Develop a transformation strategy for the DCI with clearly identified transformation areas                                                                                                                                                                                                                    | Team appointed with clean TOR's<br>Development of strategy together with identified stakeholders                                                                    | Team appointed, work plan approved & measures provided<br>Strategy adopted                                      | Correspondences, drafts                     |
|                                                                                                                                | Implement transformation strategy in 4 areas:<br>a. Cleanliness of DCI work and living environments<br>b. Friendliness of DCI officers to colleagues and public<br>c. Orderliness of DCI officers and DCI officers' respect for law and order<br>d. DCI officers' respect for chain of Command, law and order | Formulation of attainable work plan for the strategy indicating activity timelines<br>Drawing of the Strategy's M & E framework & implementing through stakeholders | No. of work environs improved<br>No. of officers sensitized                                                     | Quarterly work plan reports                 |
|                                                                                                                                | Create a climate for change at DCI by establishing a lead team, communicating urgency and vision for change around the identified transformation areas                                                                                                                                                        | Appointment of a team for drawing and implementing necessary strategies                                                                                             | No. of officers sensitized<br>No. of trainers trained                                                           | Quarterly reports                           |



| Strategies                                                        | Activities                                                                                                                                                                                          | Expected outputs                                                                                                                 | Key performance indicators                                                                                    | Means of verification                        |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------|
|                                                                   | Facilitate the change by engaging and enabling DCI officers to buy in the changes, enable them to take necessary and immediate actions and identify quick wins areas                                | Design of appropriate survey materials & administering to officers<br>Implementation of recommendations                          | No. of cadres & officers involved in identifying critical areas<br>Proportion of recommendations implemented  | Survey designs reports                       |
|                                                                   | Sustain the change by supporting continuous transformation of the identified areas, issuing new policies and regulations and establishing new standards and behaviors at DCI                        | Retaining appointed lead team by revised mandates including overall monitoring & evaluation of the change process                | No. of meetings held<br>No. of benchmarking<br>No. of M & E exercises and reports                             | Minutes, proposals, reports                  |
| Strategy 2: Reengineer culture, attitude and values change at DCI | Carry out a study on dominant police culture, attitudes, values and the way they manifest at DCI with a view to identify strengths and gaps and ways of enhancing delivery of DCI strategy          | Undertake expert evolution of prevailing culture, attitudes & values. Get detailed analysis of strengths, gaps & recommendations | Procurement of consultancy<br>Development of strategy implementation framework                                | Reports<br>Surveys<br>Implementation Reports |
|                                                                   | Carry out a study of DCI supervisory and management styles that shape the behavior of DCI junior officers with a view to identifying strengths, gaps and ways of enhancing delivery of DCI strategy | Expert evaluation and remedial strategy developed                                                                                | Completion & approval of strategy's methodology.<br>Development of remedial strategy                          | Reports                                      |
|                                                                   | Develop value signature tunes, short documentary clips and articles to promote positive shared values at DCI                                                                                        | Consolidated recommendations from 2.1 & 2.2 and identification of appropriate IEC materials                                      | No. of material developed                                                                                     | Reports                                      |
|                                                                   | Communicate the value tunes, short documentary clips and articles to promote positive shared values at DCI through appropriate media and forums                                                     | Workshops & seminars at national and county levels on shared values                                                              | No. of officers accessing the materials                                                                       | Returns, reports                             |
|                                                                   | Initiate a DCI Value magazine to be published quarterly by an editorial board drawn from across the services                                                                                        | Appointment of a editorial board based with clear TOR's<br>Identification of magazine design & structure                         | No. of issues published<br>No. of officers accessing regular issues                                           | Quarterly                                    |
|                                                                   | Develop DCI culture, attitudes and values policy                                                                                                                                                    | Appointment of team developed policy & guidelines                                                                                | No. of meetings & fora held including policy validation & lunch<br>No. of copies made and officers sensitized | Drafts reports                               |

## 1.8 Detailed Implementation Plan For – DCI

| Activities                                                                                                                 | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>(Ksh. M) |             |             |     |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|------------------------------|-------------|-------------|-----|
|                                                                                                                            | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | 2015/<br>16                  | 2016/<br>17 | 2017/<br>18 |     |
|                                                                                                                            | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |                              |             |             |     |
| <b>Strategy: Strengthen DCI structure as per NPS Act 2011</b>                                                              |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |     |
| Develop DCI structure and determine human resource requirement for uniformed and civilian staff                            |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 2           |             |     |
| Register the structure with NPSC and seek no objection for implementation in consultation with IG - NPS                    |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 0.1         |             |     |
| Determine optimal DCI complement and recommend to NPSC and seek approval for recruitment as per section 33 of NPS act 2011 |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 0.1         |             |     |
| Recruit and deploy optimal complement for DCI                                                                              |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 120         | 120         | 120 |
| Identify buildings and offices to be improved for accessibility country wide                                               |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | -           |             |     |
| <b>Strategy: Development of policies, regulations and guidelines</b>                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |     |
| Develop and mainstream a chapter on DCI functions in the SSO's for NPS                                                     |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 0.5         |             |     |
| Disseminate and sensitize all DCI officers on the relevant sections of SSO's guiding on DCI functions                      |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 0.3         | 0.3         |     |

| Activities                                                                                                                                                    | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>(Ksh. M) |             |             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|------------------------------|-------------|-------------|
|                                                                                                                                                               | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | 2015/<br>16                  | 2016/<br>17 | 2017/<br>18 |
|                                                                                                                                                               | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |                              |             |             |
| Collect relevant legislative and policy frameworks relevant to NPS and access to all DCI officers at Headquarters and counties to empower the officers        |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.2                          |             |             |
| <b>Strategy: Cooperate and support IAU functions</b>                                                                                                          |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Promptly facilitate inquiries by IAU on any matter under their mandate                                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    | -                            |             |             |
| Sensitize all DCI sections, DCI County Commanders, DCI formations and units on the functions and the need to cooperate with IAU                               |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.5                          |             |             |
| <b>Strategy: Prevention of corruption at DCI</b>                                                                                                              |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Develop and Implement DCI corruption prevention policy                                                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.5                          | 0.5         | 0.5         |
| Develop Information Education and Communication materials to educate police officers against corruption                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.4                          | 0.4         | 0.4         |
| Strengthen the role of integrity officers at DCI directorates, DCI County Commanders' offices, DCI formations and units as whistle blowers against corruption |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.5                          | 0.5         |             |
| Establish corruption prevention committees at DCI directorates, DCI County Commanders' offices, formations and units                                          |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.2                          | 0.2         | 0.2         |

| Activities                                                                                 | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>(Ksh. M) |             |             |
|--------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|------------------------------|-------------|-------------|
|                                                                                            | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | 2015/<br>16                  | 2016/<br>17 | 2017/<br>18 |
|                                                                                            | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |                              |             |             |
| <b>Strategy: Development of DCI training curriculum</b>                                    |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Review existing DCI training curriculum                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                            | 2           | 2           |
| Pilot the implementation of the new DCI curriculum                                         |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Development of materials and training modules for the new DCI curriculum                   |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                            | 2           | 2           |
| Submit the DCI curriculum to NPSC for approval and commissioning                           |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Accreditation of DCI Training Academy to issue Certificates and Diplomas in Investigations |                                            |    |    |    |           |    |    |    |           |    |    |    | 30                           | 30          |             |
| <b>Strategy: Improve schemes of service for DCI</b>                                        |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Review of the DCI scheme of service in collaboration with the NPSC                         |                                            |    |    |    |           |    |    |    |           |    |    |    | -                            | 1           | 1           |
| Identify cadres of officers and types of duties to qualify in distinct schemes of service  |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | -           | -           |
| Sensitize and communicate to DCI officers on the new schemes of service                    |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | -           | -           |
| <b>Strategy: Improve communication for DCI</b>                                             |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Develop and implement DCI communication strategy                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                            |             |             |
| Develop and implement DCI branding strategy                                                |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                           | 10          | 10          |
| Develop DCI public relations and communication strategy                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.2                          |             |             |

| Activities                                                                                 | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>(Ksh. M) |             |             |
|--------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|------------------------------|-------------|-------------|
|                                                                                            | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | 2015/<br>16                  | 2016/<br>17 | 2017/<br>18 |
|                                                                                            | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |                              |             |             |
| Develop DCI website integrated with a social platform                                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                            |             |             |
| Initiate a DCI newsletter and appoint editorial board from all directorates                |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.2                          |             |             |
| Develop a DCI code of conduct for specialist and professionals working with DCI            |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 2           |             |
| <b>Strategy: Mainstream Human rights in DCI operations</b>                                 |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Establish linkages with various human rights bodies                                        |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Conduct a baseline survey on human rights violation                                        |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                            |             |             |
| Design programmes to address human rights issues                                           |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 0.5         | 0.5         |
| Undertake TOT's for Human Rights capacity strengthening                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                            |             |             |
| Establish enforcement mechanisms to deal with DCI errant officers                          |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Develop gender mainstreaming policy                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 5           |             |
| <b>Strategy: Transformation of DCI</b>                                                     |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Develop a transformation strategy for the DCI with clearly identified transformation areas |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.2                          |             |             |

| Activities                                                                                                                                                                                                                                        | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>(Ksh. M) |             |             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|------------------------------|-------------|-------------|
|                                                                                                                                                                                                                                                   | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | 2015/<br>16                  | 2016/<br>17 | 2017/<br>18 |
|                                                                                                                                                                                                                                                   | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |                              |             |             |
| Implement transformation strategy in 4 areas<br>a. Cleanliness of DCI work and living environments<br>b. Friendliness of DCI officers to colleagues and public<br>c. Orderliness of DCI officers and<br>d. DCI officers respect for law and order |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.5                          | 0.5         |             |
| Create a climate for change at DCI by establishing a lead team, communicating urgency and vision for change around the identified transformation areas                                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |             |             |
| Facilitate the change by engaging and enabling DCI officers to buy in the changes, enable them to take necessary and immediate actions and identify quick wins areas                                                                              |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.5                          | 0.5         |             |
| Sustain the change by supporting continuous transformation of the identified areas, issuing new policies and regulations and establishing new standards and behaviours at DCI                                                                     |                                            |    |    |    |           |    |    |    |           |    |    |    | 0.9                          | 0.9         |             |

| Activities                                                                                                                                                                                        | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>(Ksh. M) |              |              |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|------------------------------|--------------|--------------|--------------|
|                                                                                                                                                                                                   | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | 2015/<br>16                  | 2016/<br>17  | 2017/<br>18  |              |
|                                                                                                                                                                                                   | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |                              |              |              |              |
| <b>Strategy: Reengineer culture, attitude and values change at DCI</b>                                                                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |              |              |              |
| Carry out a study on dominant police culture, attitudes, values and the way they manifest at DCI with a view to identify strengths and gaps and ways of enhancing delivery of DCI strategy        |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 2            |              |              |
| Carry out a study of DCI supervisory and management styles that shape behaviours of DCI junior officers with a view to identifying strengths, gaps and ways of enhancing delivery of DCI strategy |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 2            |              |              |
| Develop value tunes, short documentary clips and articles to promote positive shared values at DCI                                                                                                |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |              |              |              |
| Communicate the value tunes, short documentary clips and articles to promote positive shared values at DCI through appropriate media and forums                                                   |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 0.5          | 0.5          | 0.5          |
| Initiate a DCI value magazine to be published quarterly by an editorial board drawn from across the services                                                                                      |                                            |    |    |    |           |    |    |    |           |    |    |    |                              |              | 0.2          | 0.2          |
| Develop DCI culture, attitudes and values policy                                                                                                                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | 0.6          | 0.5          |              |
| <b>Grand totals</b>                                                                                                                                                                               |                                            |    |    |    |           |    |    |    |           |    |    |    |                              | <b>188.9</b> | <b>177.5</b> | <b>137.3</b> |

## 1.9 Logical Framework for Administration Police Service

| Strategies                                                                                                  | Activities                                                                                                                                                                                                                                | Expected outputs                                                    | Key performance indicators                              | Means of verification                                         |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------|
| <b>Objective 1: Strengthen the policy and institutional framework for the Administration Police Service</b> |                                                                                                                                                                                                                                           |                                                                     |                                                         |                                                               |
| Strengthen APS County commands and leadership including APS formations and units                            | Training and mentorship of APS commanders on change management and transformation leadership                                                                                                                                              | Reform champions in the APS Service                                 | No. of officers trained and mentored                    | Training Reports                                              |
|                                                                                                             | Training of APS commanders on successions and transition of commands including coaching and training of deputy commanders                                                                                                                 | Leadership pool and good succession management                      | No of APS deputy commanders trained                     | Circular with clear functions for deputies across the Service |
|                                                                                                             | Strengthening APS structure and leadership capacities to sub-counties, wards, locations and sub-locations/village levels                                                                                                                  | Enhanced service delivery                                           | Enhanced supervisory function<br>Reduced crime          | Training reports<br>Workshops held                            |
| Development and dissemination of Policies                                                                   | Collection of amended NPS Act, NPSC Act, and IPOA Act and Security Laws Amendment Act 2014                                                                                                                                                | Enlightened APS Officers                                            | No. of copies of statutory documents collected          | Policies and Acts disseminated                                |
|                                                                                                             | Dissemination of Police Acts to all the APS County commanders, Sub-County Commanders, formations and units                                                                                                                                | Knowledgeable APS Officers                                          | No. of APS officers reached                             | Acts disseminated<br>Field reports                            |
|                                                                                                             | Develop and launch APS Gender Mainstreaming Policy                                                                                                                                                                                        | Gender issues mainstreamed in police work                           | Workshops held<br>Launching exercise                    | Workshop reports<br>Policy in place                           |
|                                                                                                             | Develop and launch APS corruption prevention policy                                                                                                                                                                                       | Integral APS Officers                                               | Workshops held<br>Launching exercise                    | Workshop reports<br>Policy in place                           |
|                                                                                                             | Develop and launch APS fleet management policy                                                                                                                                                                                            | Fleet management Policy developed                                   | Workshops held<br>Launching exercise                    | Workshop reports<br>Policy in place                           |
|                                                                                                             | Dissemination of APS gender, corruption and fleet management policies to all the county commanders                                                                                                                                        | Enlightened APS Officers in gender, corruption and fleet management | Enhanced service delivery<br>No. of Officers reached    | County reports                                                |
| Strengthen policy and management communications across directorates, county commands, formations and units  | Strengthen regular quarterly directorates senior management joint meetings convened by DIG – APS to discuss emerging reform policy issues affecting APS                                                                                   | Regular management meetings are held                                | No. of regular management meetings held                 | Minutes                                                       |
|                                                                                                             | Strengthen APS annual conference for senior management from headquarters, directorates, county commands, formations and units to review achievements, challenges, share experience and discuss way forward on emerging reforms in the KPS | APS Annual conference is held regularly<br>Policy issues discussed  | No. of directorates, formations and units participating | DIG annual report presented                                   |
|                                                                                                             | Establish an annual award for the most reformed directorate, county command, formations and units in APS against a certain criteria of reforms                                                                                            | Motivation of APS officers                                          | No. of officers awarded and improved service delivery   | Assessment reports                                            |



| Strategies                                                                                                                          | Activities                                                                                                                                                                         | Expected outputs                                                                           | Key performance indicators                                                | Means of verification                        |
|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------|
| <b>Objective 2: Increase capacities for internal and external accountability, transparency and prevention of corruption</b>         |                                                                                                                                                                                    |                                                                                            |                                                                           |                                              |
| Cooperation and support provision to IAU and IPOA                                                                                   | Promptly facilitate inquiries by IAU and IPOA on any matter under their mandate                                                                                                    | Enhanced cooperation with IAU and IPOA                                                     | Number of inquiries responded to promptly                                 | Cases whose all inquiries have been provided |
|                                                                                                                                     | Sensitize all directorates, county commanders, formations and units of APS on the functions and the need to cooperate with IAU and IPOA                                            | APS officers support IAU and IPOA functions                                                | No of APS officers sensitized                                             | Training reports                             |
|                                                                                                                                     | Designate all officers commanding APS Sub-counties, formations and units as liaison officers for IAU for any inquiries under their jurisdictions                                   | APS officers are designated with clear role defined                                        | No. of liaison officers                                                   | Signal or circular communications            |
| Prevention of corruption in the Administration Police Service                                                                       | Implement corruption prevention policy of APS                                                                                                                                      | Policy is implemented                                                                      | Reduced incidences of corruption cases at APS                             | Incidences reported and addressed            |
|                                                                                                                                     | Hold joint police and public forums to sensitize the public and police against corruption                                                                                          | Transparent officers                                                                       | Improved service delivery                                                 | Field reports                                |
|                                                                                                                                     | Develop Information Education and Communication materials to educate police officers against corruption                                                                            | Enlightened APS officers in corruption issues                                              | No. and type of IEC materials developed                                   | Field reports<br>Materials disseminated      |
|                                                                                                                                     | Strengthen the role of integrity officers at directorates, sub-county commanders formations and units as whistle blowers against corruption at APS                                 | Enlightened APS Officers in corruption issues<br>Increased transparency and accountability | No. of APS Integrity police officers                                      | Incidences reported and addressed            |
|                                                                                                                                     | Establish corruption prevention committees at directorates, county commander's offices, sub county commander's formations and units for APS                                        | Increased transparency and accountability                                                  | No of committees are established and formations and units with committees | Committee minutes                            |
| <b>Objective 3: Build capacity for strategic human resource management and professionalism in the Administration Police Service</b> |                                                                                                                                                                                    |                                                                                            |                                                                           |                                              |
| Training and capacity building                                                                                                      | Training of junior ranking APS officers in crime scene protection and basic investigation as first officers in crime scene in communities especially rural areas                   | Quick response to crimes<br>Knowledgeable APS Officers on CSM issues                       | No. of APS NCO's trained                                                  | Training reports                             |
|                                                                                                                                     | Build capacity of a cadre of APS officers from junior and inspectorate ranks in crime scene management, preservation of evidence and case files management in partnership with DCI | Knowledgeable APS Officers on CSM                                                          | No. of APS NCO's trained                                                  | Training reports<br>Training reports         |
|                                                                                                                                     | Fast track training of APS inspectorate and Gazetted officers in middle and senior management in partnership with Kenya school of Government                                       | Knowledgeable APS Officers on management issues                                            | No. of APS officers trained at KSG                                        | Training reports and certificates            |
|                                                                                                                                     | Training of APS inspectorate and Gazetted officers in Performance Management including cascading performance contracting and performance Appraisal System                          | Knowledgeable APS Officers on Performance Management and PAS issues                        | No. of APS officers trained                                               | Training reports<br>PAS reports              |

| Strategies                                                                                                                                       | Activities                                                                                                                                                                              | Expected outputs                                                                                            | Key performance indicators                                                                                    | Means of verification                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------------------|
|                                                                                                                                                  | Training of APS Deputy county commanders on change management, transformation leadership and legislative, policy and institutional operating environment of APS                         | Empowered APS officers on change and transformation                                                         | No. of APS deputy county commanders trained                                                                   | Training reports                           |
| <b>Objective 4: Improve police welfare through development and implementation of a framework for motivation of Administration Police Service</b> |                                                                                                                                                                                         |                                                                                                             |                                                                                                               |                                            |
| Development of APS motivation framework                                                                                                          | Develop an innovative way of recognizing APS officer's achievements and motivating them at work                                                                                         | Motivated workforce                                                                                         | Improved service delivery                                                                                     | Innovative framework in place              |
|                                                                                                                                                  | Initiate an APS magazine on quarterly basis with a complete editorial board to attract article on police officers achievement, innovations and best practices in APS work               | Launching and dissemination<br>Motivated workforce                                                          | Enhanced service delivery<br>Positive outlook by the public                                                   | Magazine in place                          |
|                                                                                                                                                  | Initiate an innovative way for recognition of APS officers at county levels where county commanders will be expected to hold annual recognition events for officers with various awards | Appreciation and recognition of officers<br>Motivated workforce                                             | Enhanced service delivery<br>No. of officers recognized                                                       | Awards given to officers                   |
|                                                                                                                                                  | Build capacity for innovative supervisory styles of officers among the junior ranks and inspectorate to ensure officers are motivated at work                                           | Empowered workforce                                                                                         | Enhanced service delivery                                                                                     | Field reports<br>Training reports          |
|                                                                                                                                                  | Improve access to basic working tools and equipment, tooling and kitting of officers including adequate stationary and reference documents                                              | Enhanced service delivery                                                                                   | No. of officers with adequate tools and kitting                                                               | Field reports and returns                  |
| Transformation of APS                                                                                                                            | Develop a transformation strategy for the APS with clearly identified transformation areas                                                                                              | Transformation strategy is developed                                                                        | Transformation Strategy in Place                                                                              | Workshops, Meetings<br>Seminars, Retreats  |
|                                                                                                                                                  | a) Cleanliness of APS work and living environments                                                                                                                                      | Clean, tidy and conducive work and living environment                                                       | Cleanliness and sanitation levels of officers' sanitation blocks, offices and Police stations compound        | Inspection Reports                         |
|                                                                                                                                                  | b) Friendliness of APS officers to colleagues and public                                                                                                                                | Improve public relations and relations with colleagues                                                      | Enhanced Image and Job satisfaction                                                                           | Public Rating<br>Improved service delivery |
|                                                                                                                                                  | c) Orderliness of APS officers                                                                                                                                                          | Well labeled gates, signboards, police offices, well displayed parking yard and residential /camp compounds | Labeled gates and signboards, police offices, improved cleanliness at residential/camp and tidy parking yards | Inspection reports/<br>returns             |

| Strategies | Activities                                                                                                                                                                   | Expected outputs                                                                           | Key performance indicators                                                                                                                                       | Means of verification                                 |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
|            | d) APS officers' respect for law and order                                                                                                                                   | Effective management and communication                                                     | Improved service delivery<br>Improved discipline                                                                                                                 | Public satisfaction (rating)<br>Defaulter registers   |
|            | Create a climate for change at APS by establishing a lead team, communicating urgency and vision for change around the identified transformation areas                       | Lead Team established.<br>Communication agency procured<br>Transformation areas identified | No. of Meetings held by the team<br>No. of Communications held by the agency<br>No. of Transformation Areas identified                                           | Minutes<br>Communication Logs<br>Transformation areas |
|            | Facilitate the change by engaging and enabling APS officers to buy in the changes, enable them to take necessary and immediate actions and identify quick wins areas         | Ideas on change are adopted and owned by Police officers<br>Quick win areas identified     | No. of officers identifying and owning the reforms<br>Internal perceptions of reforms by Police officers                                                         | Monitoring reports                                    |
|            | Sustain the change by supporting continuous transformation of the identified areas, issuing new policies and regulations and establishing new standards and behaviors at APS | Sustained transformation<br>New Policies, regulations developed and issued                 | Sustained transformation<br>Internal perceptions of reforms by Police officers<br>No. of stakeholders meetings held<br>No. of Policies and Regulations developed | Documentation of change                               |

**Objective 5: Re-engineer police capabilities through improving operational preparedness, logistical capacity, tooling and kitting**

|                                 |                                                                                                                                 |                                                |                                                                                                                             |                                                                                                                     |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Enhance APS reactive Operations | Developing the areas of reactive policing, Emergency Response (logistical based), Procurement, Storage and dispatch of supplies | Minimal time in responding to emergencies      | Availability of logistical support e.g. fuel, emergency power supply, heavy lifting equipment, Telecommunications equipment | Procurement plans<br>Quick Response Teams in Place                                                                  |
|                                 | Community Based Emergency Response                                                                                              | Quick mobilization of support                  | Emergency Simulation Exercises Conducted (Fire, First Aid, Evacuation, Terror Drills)                                       | Policy Regulation Manuals<br>Early Warning Systems<br>Fire extinguishers, Alarms, Sirens placed in strategic places |
|                                 | Contingency Planning                                                                                                            | Enhanced Joint Operations<br><br>Reduced Crime | Operation Stock Buffering e.g. Compo 10, Allowances, Shelters, Ammo, Medical Teams, Life support utilities e.g. water       | Standard Operation Procedures in place for Joint Operations                                                         |

| Strategies                                                              | Activities                                                                                                 | Expected outputs                                                 | Key performance indicators                  | Means of verification                                 |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------|-------------------------------------------------------|
| Strengthen APS Routine Operations                                       | Beats and patrols, CIT, securing vital installations                                                       | Crime reduction                                                  | Duty Rota                                   | Crime data                                            |
|                                                                         | Joint Operations                                                                                           | Enhanced working relationships                                   | Operation orders                            | Operation reports                                     |
|                                                                         | Supporting other agencies                                                                                  | Enhanced liaison and support function                            | No. of support exercises done               | Field reports                                         |
| Enhance APS Proactive Operations                                        | Increased Patrols and police visibility                                                                    | Increased intelligence collection                                | Duty Rota                                   | Uniform and Kitting                                   |
|                                                                         | Risk mapping and analysis                                                                                  | Strategic Deployment                                             | Risk mapping and analysis outline           | Early warning systems<br>Early conflict interventions |
|                                                                         | Target hardening                                                                                           | Enhanced Intelligence Collection                                 | Deployment patterns<br>Intelligence reports | Field reports                                         |
| Strengthen practice of community policing and Usalama Msingi initiative | Support the implementation of the National Community Policing Policy                                       | National Community Policing Policy implemented                   | Implementation plan and progress report.    | Implementation report                                 |
|                                                                         | Conduct baseline study on practice of community policing                                                   | Report on baseline study on community policing practice in place | Baseline report                             | Baseline report                                       |
|                                                                         | Develop and implement user-friendly information materials about community policing                         | Community policing user friendly implementation plan developed   | Implementation plan                         | Implementation plan                                   |
|                                                                         | Coaching police stations and Community Policing Committees to develop and implement Communication Strategy | Police/Community communication strategy developed                | Improved police-community interactions      | Communication strategy                                |
|                                                                         | Review the module for Community policing in police training curriculum                                     | Police training curriculum reviewed                              | Police training curriculum                  | Police training curriculum                            |

## 2.0 Detailed Implementation Plan for Administration Police Service - APS

| Activities                                                                                                                | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates Ksh. M |         |         |
|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|-------------------------|---------|---------|
|                                                                                                                           | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years         |         |         |
|                                                                                                                           | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/16                 | 2016/17 | 2017/18 |
| <b>Strategy: Strengthen APS County commands and leadership including APS formations and units</b>                         |                                            |    |    |    |           |    |    |    |           |    |    |    |                         |         |         |
| Training and mentorship of APS commanders on change management and transformation leadership                              |                                            |    |    |    |           |    |    |    |           |    |    |    | 7                       | 7       | 7       |
| Training of APS commanders on successions and transition of commands including coaching and training of deputy commanders |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                       | 5       | 5       |
| Strengthening APS structure and leadership capacities to sub-counties, wards, locations and sub-locations/village levels  |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                      | 50      | 50      |
| <b>Strategy: Development and dissemination of Policies</b>                                                                |                                            |    |    |    |           |    |    |    |           |    |    |    |                         |         |         |
| Collection of amended NPS Act, NPSC Act, IPOA Act and Security Laws Amendment Act 2014                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                       |         |         |
| Dissemination of National Police Act to all the APS County Commanders, sub-county commanders, formations and units        |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                       | 5       |         |
| Develop and launch APS Gender Mainstreaming Policy                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                       |         |         |
| Develop and launch APS Corruption Prevention Policy                                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                      |         |         |
| Develop and launch APS Fleet Management Policy                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                      |         |         |
| Dissemination of APS gender, corruption and fleet management policies to all the county commanders                        |                                            |    |    |    |           |    |    |    |           |    |    |    |                         | 5       | 5       |

| Activities                                                                                                                                                                                                                                | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                                                                                                                                                                           | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                                                                                                                                                                           | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| <b>Strategy: Strengthen policy and management communications across directorates, county commands, formations and units.</b>                                                                                                              |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Strengthen regular quarterly directorates senior management joint meetings convened by DIG-APS to discuss emerging reform policy issues affecting APS                                                                                     |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                          | 2           | 2           |
| Strengthen APS annual conference for senior management from headquarters, directorates, county commands, formations and units to review achievements, challenges, share experience and discuss way forward on emerging reforms in the NPS |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                         | 50          | 50          |
| Establish an annual award for the most reformed directorate, county command, formations and units in APS against a certain criteria of reforms                                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5           | 5           |
| <b>Strategy: Cooperation and support provision to IAU and IPOA</b>                                                                                                                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Promptly facilitate inquiries by IAU and IPOA on any matter under their mandate                                                                                                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Sensitize all directorates, county commanders, formations and units of APS on the functions and the need to cooperate with IAU and IPOA                                                                                                   |                                            |    |    |    |           |    |    |    |           |    |    |    | 20                         |             |             |
| Designate all officers commanding APS sub-counties, formations and units as liaison officers for IAU for any inquiries under their jurisdictions                                                                                          |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |

| Activities                                                                                                                                                       | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                                                                                                  | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                                                                                                  | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| <b>Strategy: Prevention of corruption in the Administration Police Service</b>                                                                                   |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Implementation of corruption prevention policy of APS                                                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5           | 5           |
| Hold joint police and public forums to sensitize the public and police against corruption                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         | 10          | 10          |
| Develop Information Education and Communication materials to educate police officers against corruption                                                          |                                            |    |    |    |           |    |    |    |           |    |    |    | 20                         | 20          | 20          |
| Strengthen the role of integrity officers at directorates, sub-county commanders, formations and units as whistle blowers against corruption at APS              |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5           | 5           |
| Establish corruption prevention committees at directorates, County Commanders' offices, sub-county commanders' formations and units for APS                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                          | 2           | 2           |
| <b>Strategy: Training and capacity building</b>                                                                                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Training of junior ranking APS officers in crime scene protection and basic investigation as first officers in crime scene in communities especially rural areas |                                            |    |    |    |           |    |    |    |           |    |    |    | 20                         | 20          | 20          |

| Activities                                                                                                                                                                         | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                                                                                                                    | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                                                                                                                    | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| Build capacity of a cadre of APS officers from junior and inspectorate ranks in crime scene management, preservation of evidence and case files management in partnership with DCI |                                            |    |    |    |           |    |    |    |           |    |    |    | 15                         | 15          | 15          |
| Fast track training of APS inspectorate and Gazetted Officers in middle and senior management in partnership with Kenya school of Government                                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 20                         | 20          | 20          |
| Training of APS inspectorate and Gazetted officers in Performance Management including cascading performance contracting and performance Appraisal System                          |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5           | 5           |
| Training of APS Deputy county commanders on change management, transformation leadership and legislative, policy and institutional operating environment of APS                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5           | 5           |
| <b>Strategy: Development of APS motivation framework</b>                                                                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Develop an innovative way of recognizing APS officer's achievements and motivating them at work                                                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                          |             |             |
| Initiate an APS magazine on quarterly basis with a complete editorial board to attract articles on police officers' achievements, innovations and best practices in APS work       |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         | 10          | 10          |



| Activities                                                                                                                                                                              | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                                                                                                                         | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                                                                                                                         | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| Initiate an innovative way for recognition of APS officers at county levels where county commanders will be expected to hold annual recognition events for officers with various awards |                                            |    |    |    |           |    |    |    |           |    |    |    | 47                         | 47          | 47          |
| Build capacity for innovative supervisory styles of officers among the junior ranks and inspectorate to ensure officers are motivated at work                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5           | 5           |
| Improve access to basic working tools and equipment, tooling and kitting of officers including adequate stationary and reference documents                                              |                                            |    |    |    |           |    |    |    |           |    |    |    | 47                         | 47          | 47          |
| <b>Strategy: Transformation of APS</b>                                                                                                                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Develop a transformation strategy for the APS with clearly identified transformation areas                                                                                              |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          |             |             |
| a) Cleanliness of APS work and living environments                                                                                                                                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 100                        | 100         | 100         |
| b) Friendliness of APS officers to colleagues and public                                                                                                                                |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                         | 50          | 50          |
| c) Orderliness of APS officers                                                                                                                                                          |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                         | 50          | 50          |
| d) APS officers' respect for law and order                                                                                                                                              |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |

| Activities                                                                                                                                                                   | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                                                                                                              | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                                                                                                              | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| Create a climate for change at APS by establishing a lead team, communicating urgency and vision for change around the identified transformation areas                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                         |             |             |
| Facilitate the change by engaging and enabling APS officers to buy in the changes, enable them to take necessary and immediate actions and identify quick wins areas         |                                            |    |    |    |           |    |    |    |           |    |    |    |                            | 50          |             |
| Sustain the change by supporting continuous transformation of the identified areas, issuing new policies and regulations and establishing new standards and behaviors at APS |                                            |    |    |    |           |    |    |    |           |    |    |    |                            | 50          |             |
| <b>Strategy: Enhance APS reactive Operations</b>                                                                                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Developing the areas of reactive policing, Emergency Response (logistical based), Procurement, Storage and dispatch of supplies                                              |                                            |    |    |    |           |    |    |    |           |    |    |    | 100                        | 100         | 100         |
| Community Based Emergency Response                                                                                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                         | 50          | 50          |
| Contingency Planning                                                                                                                                                         |                                            |    |    |    |           |    |    |    |           |    |    |    | 25                         | 25          | 25          |
| <b>Strategy: Strengthen APS Routine Operations</b>                                                                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Beats and patrols, CIT, securing vital installations                                                                                                                         |                                            |    |    |    |           |    |    |    |           |    |    |    | 25                         | 25          | 25          |
| Joint Operations                                                                                                                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                         | 50          | 50          |
| Supporting other agencies                                                                                                                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 15                         | 15          | 15          |

| Activities                                                                                                 | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |              |             |
|------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|--------------|-------------|
|                                                                                                            | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |              |             |
|                                                                                                            | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17  | 2017/<br>18 |
| <b>Strategy: Enhance APS Proactive Operations</b>                                                          |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |              |             |
| Increased Patrols and police visibility                                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         | 10           | 10          |
| Risk mapping and analysis                                                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5            | 5           |
| Target hardening                                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 5            | 5           |
| <b>Strategy: Strengthen practice of community policing and Usalama Msingi initiative</b>                   |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |              |             |
| Support the implementation of the National Community Policing Policy                                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 100                        | 100          | 100         |
| Conduct baseline study on practice of community policing                                                   |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         |              |             |
| Develop and implement user-friendly information materials about community policing                         |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         | 10           |             |
| Coaching police stations and Community Policing Committees to develop and implement Communication Strategy |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         | 10           | 10          |
| Review the module for Community policing in police training curriculum                                     |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          |              |             |
| <b>Grand total</b>                                                                                         |                                            |    |    |    |           |    |    |    |           |    |    |    | <b>1,064</b>               | <b>1,050</b> | <b>935</b>  |

## 2.1 Logical Framework for National Police Service Commission

| Strategies                                                                                  | Activities                                                                                                                                                                               | Expected outputs            | Key performance indicators | Means of verification                |
|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------|--------------------------------------|
| <b>Objective 1: Strengthen relevant policy and institutional framework for NPS and NPSC</b> |                                                                                                                                                                                          |                             |                            |                                      |
| Research and Development of Policies and Regulations                                        | Baseline Survey on training policies and oversight mechanism for basic and promotion trainings in the National Police Service                                                            | Baseline Survey carried out | Baseline survey report     | Process documentations               |
|                                                                                             | Baseline survey on gender and ethnic distributions and placement in the National Police Service                                                                                          | Baseline Survey carried out | Baseline survey report     | Process documentations               |
|                                                                                             | Baseline survey on police officers' engagement in trade and other businesses and possible areas of conflicts of interest                                                                 | Baseline Survey carried out | Baseline survey report     | Process documentations               |
|                                                                                             | Baseline Survey on the policies regulating hours of duty for police officers including keeping and signing of records in the National Police Service                                     | Baseline Survey carried out | Baseline survey report     | Process documentations               |
|                                                                                             | Baseline Survey on policies guiding procedures for disciplinary measures and oversight mechanisms for members of the National Police Service including the civilian staff of the Service | Baseline Survey carried out | Baseline survey report     | Process documentations               |
|                                                                                             | Baseline survey on stagnation of police officers in rank and placement                                                                                                                   | Baseline Survey carried out | Baseline survey report     | Process documentations               |
| Development of policies and regulations                                                     | Develop policy and regulations for in-service training and promotion courses in the National Police Service                                                                              | Policy is developed         | Policy document            | Policy development process documents |
|                                                                                             | Develop policy and regulations for gender, ethnic distributions and placement in the National Police Service                                                                             | Policy is developed         | Policy document            | Policy development process documents |
|                                                                                             | Develop policy and regulation to guide police officers' engagement in trade and other businesses and possible areas of conflicts of interest                                             | Policy is developed         | Policy document            | Policy development process documents |
|                                                                                             | Develop policy and regulations on hours of duty for police officers                                                                                                                      | Policy is developed         | Policy document            | Policy development process documents |
|                                                                                             | Develop policy and regulations to guide procedures for disciplinary measures and oversight mechanisms for members of the National Police Service including civilian staff of the Service | Policy is developed         | Policy document            | Policy development process documents |

| Strategies                                                                                                                   | Activities                                                                                                   | Expected outputs                                                    | Key performance indicators                                       | Means of verification                                                |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>Objective 2: Increase capacities for internal and external accountability, transparency and prevention of corruption.</b> |                                                                                                              |                                                                     |                                                                  |                                                                      |
| Promote principles and values of accountability, transparency and prevention of corruption                                   | Develop and implement innovative strategy for fast tracking vetting of remaining ranks of the police service | Vetting strategy developed                                          | Vetting strategy                                                 | Number of police officers vetted                                     |
|                                                                                                                              | Strengthen and support operations of the vetting secretariat                                                 | Enhanced vetting secretariat                                        | Progress on vetting exercise                                     | Number of police officers vetted                                     |
|                                                                                                                              | Develop NPSC code of conduct and ethics including its enforcement mechanism                                  | Code of conduct and ethics                                          | NPSC Code of conduct                                             | NPSC code of conduct                                                 |
|                                                                                                                              | Conduct periodic M&E and reporting on the vetting process                                                    | Status report on the vetting process                                | 3 annual reports on vetting                                      | Number of reports issued                                             |
| Sensitization of Police officers on vetting and fast tracking of the vetting process                                         | Consultation forums with NPS and stakeholders on the review of the vetting model and tools                   | Input on the vetting models obtained from partners and stakeholders | Reviewed model and tools                                         | No. of forums held and stakeholders consulted                        |
|                                                                                                                              | Training of Trainers on the vetting process and model                                                        | TOT conducted                                                       | 100 police officers trained on conducting the vetting process    | 100 officers trained and implementing the vetting process            |
|                                                                                                                              | Public forums on the vetting process                                                                         | Public forums held on the vetting process                           | 47 public forums held                                            | Signed attendance lists of forums                                    |
|                                                                                                                              | Advertisements and outreach on the vetting process                                                           | Radio and TV advertisements on the vetting process                  | Public awareness and participation raised on the vetting process | Increase in information received by the NPSC for the vetting process |
|                                                                                                                              | Sensitization forums with police officers on the vetting process                                             | Sensitized officers                                                 | No. of officers sensitized                                       | Signed attendance list                                               |
|                                                                                                                              | Hold vetting interviews of police officers                                                                   | Vetting interviews for officers held                                | No. of officers vetted                                           | Signed attendance list                                               |
| Unpacking and publicizing NPSC mandate, communication and branding                                                           | Carry out NPSC brand audit                                                                                   | Brand audit conducted                                               | Commission brand report with recommendations on the NPSC brand   | Brand audit report                                                   |
|                                                                                                                              | Develop and implement a branding strategy for NPSC                                                           | Branding strategy developed                                         | New NPSC brand developed and publicized                          | Report of public ratings                                             |
|                                                                                                                              | Conduct public awareness sessions on the NPSC mandate and regulations                                        | Informed public                                                     | % level of public awareness on NPSC mandate                      | Public and stakeholder forums, editorials, newsletters               |
|                                                                                                                              | Conduct police awareness sessions on the NPSC mandate and regulations                                        | Informed police                                                     | % level of police awareness on NPSC mandate                      | Police forums and engagement sessions                                |
|                                                                                                                              | Develop IEC material on NPSC mandate                                                                         | IEC material developed                                              | NPSC mandate distributed widely                                  | Brochures, posters, banners, t-shirts                                |

| Strategies                                                                                                             | Activities                                                                                            | Expected outputs                                                            | Key performance indicators                                                                        | Means of verification                                                                               |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| <b>Objective 3: Build capacities for strategic human resource management and professionalism of the NPS &amp; NPSC</b> |                                                                                                       |                                                                             |                                                                                                   |                                                                                                     |
| Strengthening NPSC Institutional capacity                                                                              | Induct NPSC staff on the statutes, policies and regulations of the NPS and NPSC                       | NPSC staff inducted                                                         | No. of staff inducted                                                                             | List of participants at the induction sessions<br>% level of compliance on policies and regulations |
|                                                                                                                        | Building of strategic networks, partnerships and collaborations with strategic institutions           | Strategic networks, partnerships and collaborations built                   | No. of strategic networks and partnerships                                                        | Strategic networks and partnerships built                                                           |
|                                                                                                                        | Conduct engagement sessions for NPSC Board on emerging issues in the NPS to inform policy development | NPSC Board appraised on emerging issues in the NPS                          | No. of sessions conducted<br>Number of policy proposals adopted                                   | Number of policy proposals adopted                                                                  |
|                                                                                                                        | Conduct joint training of NPSC staff and NPS officers on the mandate and functions of the NPSC        | Joint training for NPSC staff and officers conducted                        | 2 trainings conducted<br>NPSC staff and NPS officers trained on mandate and functions of the NPSC | Training reports<br>List of participants                                                            |
|                                                                                                                        | Develop performance appraisal system for NPSC                                                         | Performance appraisal system developed                                      | Performance appraisal system implemented                                                          | Number of NPSC staff appraised                                                                      |
| Schemes of service for National Police Service including police formations and units and professionals in the service  | Develop schemes of services for various formations and units serving specialized duties               | Developed and adopted Schemes of service                                    | No. of scheme of service developed                                                                | Schemes of service developed and adopted                                                            |
|                                                                                                                        | Monitor and evaluate the implementation of the schemes of service in the National Police service      | Officers career path identified                                             | % level of compliance with the schemes                                                            | No. of courses/ promotions determined using the schemes                                             |
|                                                                                                                        | Conduct joint committee sessions on developing the schemes of service for NPS                         | Schemes of service developed                                                | No. of schemes of service developed                                                               | Schemes of service validated and disseminated                                                       |
|                                                                                                                        | Collection of views and input from officers across the country on the Schemes of Service              | Feedback on the contents of the Schemes of service obtained                 | No. of stakeholder forums held                                                                    | Incorporated draft schemes of service                                                               |
|                                                                                                                        | Conduct validation sessions on the Schemes of service for the NPS                                     | Validation sessions conducted                                               | 10 validation forums held                                                                         | No. of schemes of service completed                                                                 |
|                                                                                                                        | Publicize the Schemes of service through forums with police officer and develop IEC material          | Copies of the Schemes of service and simplified IEC printed and distributed | Raised awareness on the schemes of service                                                        | 100,000 copies of the schemes of service and other IEC material printed and distributed             |

| Strategies                                                             | Activities                                                                                      | Expected outputs                                                                                                    | Key performance indicators                                    | Means of verification                                |
|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| Approve Training Policy and Curriculum for the National Police Service | Conduct joint committee sessions of the NPS and the NPSC on the draft training policy           | Joint committee sessions held                                                                                       | Policy drafted                                                | Number of committee sessions held                    |
|                                                                        | Conduct Training Needs Assessment (TNA) for the NPS                                             | Training gaps Identified                                                                                            | TNA report                                                    | TNA report                                           |
|                                                                        | Review and approve training curriculum of the NPS                                               | Training curriculum reviewed and approved by NPSC                                                                   | Curriculum document                                           | Implemented training curriculum                      |
|                                                                        | Develop tools and mechanisms to oversee implementation of the training policy and curriculum    | Oversight tools and mechanisms developed                                                                            | Oversight mechanisms implemented                              | Number of implementation reports developed           |
|                                                                        | Monitor and evaluate delivery of police training curriculum in the police training colleges     | Visits to training institutions undertaken                                                                          | Periodic oversight reports                                    | % level of compliance with the policy and curriculum |
| Transformation strategy for the National Police Service                | Conduct transformation discussions with officers of different ranks in the Service              | Feedback on expectations of the NPSC by officers obtained<br>Mandate and functions of the NPSC shared with officers | Number of forums held and views shared                        | List of participants<br>Session reports              |
|                                                                        | Develop IEC material on the mandate of the NPSC in relation to the Service                      | IEC material developed                                                                                              | IEC material distributed                                      | Number and types of IEC material developed           |
|                                                                        | Identify, develop and launch a transformation campaign targeting police officers and the public | Transformation campaign developed and launched                                                                      | Campaign ran across the country on a key transformation issue | Survey on the impact of the campaign                 |
| Automation of Human Resource Management of the NPS                     | Develop an integrated NPS Human Resource system for the HR data of the Service                  | Integrated NPS HR system developed                                                                                  | Integrated NPS HR system developed                            | Integrated NPS HR system developed                   |
|                                                                        | Validate the system with key stakeholders                                                       | Input into developed integrated system obtained                                                                     | 3 validation forums held                                      | Lists of attendance<br>Validation reports            |
|                                                                        | Acquire equipment and software for the development of the system                                | ICT equipment and furniture acquired                                                                                | ICT equipment and furniture acquired                          | ICT equipment and furniture acquired                 |
|                                                                        | Conduct a pilot programme in 5 regions on the automated system                                  | Pilot programme conducted                                                                                           | Pilot areas identified                                        | Report on pilot programme                            |
|                                                                        | Launch the integrated NPS human resource system                                                 | Integrated NPS HR system launched                                                                                   | An integrated Human resource system                           | An integrated Human resource system in place         |
|                                                                        | Conduct data entry of the HR data of the members of the Service                                 | Updated automated HR system                                                                                         | Updated automated HR system                                   | Updated automated HR system                          |

| Strategies                                             | Activities                                                                       | Expected outputs                                     | Key performance indicators           | Means of verification                                               |
|--------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------|---------------------------------------------------------------------|
| Development of a performance management system for NPS | Conduct committee sessions to draft performance management tool for NPS and NPSC | Draft performance management tool for NPS and NPSC   | Committee sessions held              | No. of committee sessions held                                      |
|                                                        | Conduct stakeholder forums on the draft performance management tool              | Stakeholder forums held                              | Input into the tools obtained        | No. of stakeholders consulted                                       |
|                                                        | Conduct validation exercise on the performance management tools                  | Tools validated                                      | Revised performance management tools | Validation reports                                                  |
|                                                        | Train officers of the NPS and NPSC on the performance management tools           | Officers trained on the performance management tools | No. of officers trained              | No. of trainings conducted                                          |
|                                                        | Conduct performance evaluation of employee work performance in NPS and NPSC      | Performance evaluation conducted                     | Performance evaluation conducted     | Number of officers evaluated using the performance evaluation tools |

**Objective 4: Improve police welfare through development and implementation of a framework for motivation of the National Police Service**

|                                                                                           |                                                                                                                                   |                                                |                                                                                                                                |                                           |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| Internal and external customers satisfaction surveys and work environment surveys for NPS | Conduct annual customer satisfaction surveys targeting police officers for their opinion on the impact of NPSC on police officers | Annual customer satisfaction surveys conducted | Report on surveys with recommendations for improvement developed                                                               | 3 customer satisfaction surveys           |
|                                                                                           | Conduct annual customer satisfaction surveys targeting the public for their opinion on the impact of NPSC on police officers      | Annual customer satisfaction surveys conducted | Report on surveys with recommendations for improvement developed                                                               | 3 customer satisfaction surveys           |
|                                                                                           | Conduct annual launch of the survey reports                                                                                       | Customer satisfaction surveys launched         | NPSC informed on the perception of the impact of the NPSC on police officers<br>Public and police informed on the NPSC mandate | Coverage of the launch in media platforms |
|                                                                                           | Develop advisories/reports on police welfare matters                                                                              | Advisories with recommendations developed      | 3 annual advisories on key welfare issues developed and submitted to Government                                                | 3 annual advisories developed             |



## 2.2 Detailed Implementation Plan for NPSC

| Activities                                                                                                                                                                        | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate Ksh. M |         |         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|------------------------|---------|---------|
|                                                                                                                                                                                   | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years        |         |         |
|                                                                                                                                                                                   | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/16                | 2016/17 | 2017/18 |
| <b>Strategy: Research and Development of Policies and Regulations for NPS and NPSC</b>                                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    |                        |         |         |
| Conduct baseline survey on training policies and oversight mechanism for basic and promotion trainings in the National Police Service                                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 25                     | 10      |         |
| Carry out a baseline survey of gender and ethnic distributions and placement in the National Police Service                                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                     |         | 8       |
| Carry out a baseline survey on police officers' engagement in trade and other businesses and possible areas of conflicts of interest                                              |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                      | 5       | 5       |
| Conduct Research and development on the policies regulating hours of duty for police officers including keeping and signing of records in the National Police Service             |                                            |    |    |    |           |    |    |    |           |    |    |    | 8                      | 4       | 4       |
| Carry out Research and development on policies guiding procedures for disciplinary measures and oversight mechanisms for civilian members of staff in the National Police Service |                                            |    |    |    |           |    |    |    |           |    |    |    | 13                     | 6.5     | 6.5     |
| <b>Strategy: Development of policies and regulations</b>                                                                                                                          |                                            |    |    |    |           |    |    |    |           |    |    |    |                        |         |         |
| Develop policy and regulations for in- service training and promotion courses in the National Police Service                                                                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                      | 2       | 2       |

| Activities                                                                                                                                                         | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                                                    | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                                                    | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Develop policy and regulations for gender, ethnic distributions and placement in the National Police Service                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                         | 2           | 2           |
| Develop policy and regulation to guide police officers' engagement in trade and other businesses and possible areas of conflicts of interest                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                         | 2           | 3           |
| Develop policy and regulations on hours of duty for police officers                                                                                                |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                         | 2           |             |
| Develop policy and regulations to guide procedures for disciplinary measures and oversight mechanisms for civilian members of staff in the National Police Service |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                         | 2           | 3           |
| <b>Strategy: Promote principles and values of accountability, transparency and prevention of corruption</b>                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Develop and implement an innovative strategy for fast tracking vetting of remaining ranks of police officers                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Strengthen and support operations of the vetting secretariat                                                                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                         | 1           |             |
| Develop NPSC code of conduct and ethics including its enforcement mechanism                                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    | 17                        | 10          | 5           |
| <b>Strategy: Sensitization of Police officers on vetting and fast tracking of the vetting process</b>                                                              |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Consultation forums with NPS and other stakeholders on the review of the vetting model and tools                                                                   |                                            |    |    |    |           |    |    |    |           |    |    |    | 3.5                       |             |             |

| Activities                                                                                            | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|-------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                       | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                       | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Training of Trainers on the vetting process and model                                                 |                                            |    |    |    |           |    |    |    |           |    |    |    | 4                         |             |             |
| Public forums on the vetting process                                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                         |             |             |
| Advertisements and outreach on the vetting process                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 2.5                       | 2.5         |             |
| Sensitization forums with police officers on the vetting process                                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 45                        | 45          |             |
| Hold vetting interviews of police officers                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 150                       | 100         |             |
| <b>Strategy: Unpacking and publicizing NPSC mandate, communication and branding</b>                   |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Carry out NPSC brand audit                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                         | 2           |             |
| Develop and implement a branding strategy for NPSC                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                         | 5           |             |
| Conduct public and police awareness sessions on the NPSC mandate                                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 20                        | 30          |             |
| Develop IEC material on NPSC mandate                                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                         | 3           |             |
| <b>Strategy: Strengthening capacity of NPSC</b>                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Building of strategic networks, partnerships and collaborations with strategic institutions.          |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Induct NPSC staff on the statutes, policies and regulations of the NPS and NPSC                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 1.5                       | 1.5         | 1.5         |
| Conduct engagement sessions for NPSC Board on emerging issues in the NPS to inform policy development |                                            |    |    |    |           |    |    |    |           |    |    |    | 1                         | 1           | 1           |

| Activities                                                                                                                               | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                          | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                          | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Conduct joint training of NPSC staff and NPS officers on the mandate and functions of the NPSC                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | 6                         | 7           | 4           |
| Develop performance appraisal system for NPSC                                                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 1.5                       |             |             |
| <b>Strategy: Schemes of service for National Police Service including police formations and units and professionalism in the service</b> |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Develop schemes of services for various formations and units serving specialized duties and seek approval by SRC before adoption         |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                        | 10          | 10          |
| Monitor and evaluate the implementation of the Schemes of Service in the National Police service                                         |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             | 3           |
| Conduct joint committee sessions on developing the Schemes of Service for NPS                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    |                           | 3           |             |
| Collection of views and input from officers across the country on the Schemes of Service                                                 |                                            |    |    |    |           |    |    |    |           |    |    |    |                           | 3           |             |
| Conduct validation sessions on the Schemes of Service for the NPS                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    |                           | 2           |             |
| Publicize the Schemes of Service through forums with police officers and develop IEC material                                            |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             | 5           |
| <b>Strategy: Approve Training Policy and Curriculum for the National Police Service</b>                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Conduct joint committee sessions of the NPS and the NPSC on the draft training policy                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |

| Activities                                                                                      | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|-------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                 | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                 | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Conduct training needs assessment (TNA) for the NPS                                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 50                        | 10          | 5           |
| Review and approve training curriculum of the NPS                                               |                                            |    |    |    |           |    |    |    |           |    |    |    | -                         | -           |             |
| Develop tools and mechanisms to oversee implementation of the policy and curriculum             |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                         | 2           |             |
| Monitor and evaluate delivery of police training curriculum in the police training colleges     |                                            |    |    |    |           |    |    |    |           |    |    |    | 6                         | 9           | 7           |
| <b>Strategy: Transformation strategy for the National Police Service</b>                        |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Conduct transformation discussions with officers of different ranks in the Service              |                                            |    |    |    |           |    |    |    |           |    |    |    | 6                         | 5           | 5           |
| Develop IEC material on the mandate of the NPSC in relation to the Service                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 4                         | 2           | 3           |
| Identify, develop and launch a transformation campaign targeting police officers and the public |                                            |    |    |    |           |    |    |    |           |    |    |    | 4.5                       | 3           | 1.5         |
| <b>Strategy: Automation of Human Resource Management of the NPS</b>                             |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Develop an integrated NPS Human Resource system for the HR data of the Service                  |                                            |    |    |    |           |    |    |    |           |    |    |    | 20                        | 15          | 15          |
| Validate the system with key stakeholders                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                         | 2           | 3           |
| Acquire equipment and software for the development of the system                                |                                            |    |    |    |           |    |    |    |           |    |    |    | 30                        | 50          |             |
| Conduct a pilot programme in 5 regions on the automated system                                  |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                        | 12          |             |

| Activities                                                                                                                        | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |             |             |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|-------------|-------------|
|                                                                                                                                   | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |             |             |
|                                                                                                                                   | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17 | 2017/<br>18 |
| Launch the integrated NPS Human Resource system modules                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | 2.5                       | 2.5         | 2.5         |
| Conduct data entry of the HR data of the members of the Service                                                                   |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Conduct TOT's for members of the NPSC and the Service on the automated HR system                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                         | 5           | 5           |
| <b>Strategy: Development of a performance management system for NPS</b>                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Conduct committee sessions to draft performance management tools for NPS and NPSC                                                 |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                         | 3           |             |
| Conduct stakeholder forums on the draft performance management tools                                                              |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                         | 2           | 2           |
| Conduct validation exercise on the performance management tools                                                                   |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                         | 2           | 2           |
| Train officers of the NPS and NPSC on the performance management tools                                                            |                                            |    |    |    |           |    |    |    |           |    |    |    | 1                         | 3           | 1           |
| Conduct performance evaluation of employee work performance in NPS and NPSC                                                       |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| <b>Strategy: Internal and external customer satisfaction surveys and work environment surveys for NPS</b>                         |                                            |    |    |    |           |    |    |    |           |    |    |    |                           |             |             |
| Conduct annual customer satisfaction surveys targeting police officers for their opinion on the impact of NPSC on police officers |                                            |    |    |    |           |    |    |    |           |    |    |    | 3.5                       | 3.5         | 3.5         |

| Activities                                                                                                                   | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimate<br>Ksh. M |              |              |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|---------------------------|--------------|--------------|
|                                                                                                                              | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years           |              |              |
|                                                                                                                              | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16               | 2016/<br>17  | 2017/<br>18  |
| Conduct annual customer satisfaction surveys targeting the public for their opinion on the impact of NPSC on police officers |                                            |    |    |    |           |    |    |    |           |    |    |    | 3.5                       | 3.5          | 3.5          |
| Conduct annual launch of the survey reports                                                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    | 1.5                       | 1.5          | 1.5          |
| <b>Grand total</b>                                                                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | <b>512.5</b>              | <b>397.5</b> | <b>123.5</b> |

## 2.3 Logical Framework for Independent Policing Oversight Authority

| Strategies                                                                                            | Activities                                                                             | Expected outputs                                                                      | Key performance indicators                                                                    | Means of verification                                         |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| <b>Objective 1: Strengthen the IPOA policy and institutional capacity to deliver on its functions</b> |                                                                                        |                                                                                       |                                                                                               |                                                               |
| Performance management                                                                                | Conduct Annual stakeholders' review workshop                                           | 3 Annual stakeholders' review workshops conducted                                     | Number of Annual stakeholders                                                                 | Workshop reports                                              |
|                                                                                                       | Review the Strategic Plan 2014–2018                                                    | Strategic Plan 2014–2018 reviewed                                                     | Strategic Plan 2014–2018 reviewed                                                             | Reviewed Strategic plan                                       |
|                                                                                                       | Conduct IPOA's performance evaluation                                                  | 1 Performance evaluation conducted                                                    | Number of performance evaluations conducted                                                   | Evaluation report                                             |
|                                                                                                       | Develop a new Strategic Plan                                                           | Strategic plan 2019–2023 developed                                                    | Strategic plan 2019–2023 developed                                                            | Developed Strategic Plan                                      |
|                                                                                                       | Participate in Knowledge sharing and organization learning forums                      | Knowledge sharing forums attended                                                     | Number of knowledge sharing forums attended                                                   | Reports on the attended knowledge sharing forums              |
| IPOA Organization Development                                                                         | Technical and management trainings for IPOA staff                                      | Staff trained on technical and management areas                                       | - Proportion of the targeted staff trained on technical and management areas                  | - Training reports<br>- IPOA's performance reports            |
|                                                                                                       | Implement IPOA's HR policies, manuals and strategies                                   | HR Policies, manuals and strategies implemented                                       | - Level of adherence to the HR policies, manuals and strategies                               | - IPOA's performance reports                                  |
| Resource mobilization                                                                                 | Develop and implement an ethical fundraising policy for the Authority                  | Policy on ethical fundraising developed and implemented                               | - Policy developed<br>- Level of adherence to the policy on ethical fund raising              | - IPOA's performance reports                                  |
|                                                                                                       | Mobilize partnerships and collaborations for financial, technical and material support | Partners mobilized for financial, technical and material support                      | - Number of partners mobilized                                                                | - Signed MoU's and agreements<br>- IPOA's performance reports |
| Mainstreaming Human Rights, gender, Diversity and Ethical Behavior                                    | Implement the policies and manuals on gender, Human rights and Human resources         | Policies on gender, human rights and human resources implemented                      | Level of adherence to the policies on gender, human rights and human resources                | IPOA's performance reports                                    |
|                                                                                                       | Train IPOA members on Human Rights                                                     | IPOA members trained on Human Rights                                                  | Percentage of targeted members trained on Human Rights                                        | - Training reports<br>- IPOA's performance reports            |
|                                                                                                       | Recruit staff based on the gender and ethical balance as provided in the constitution  | Staff recruitment as provided in the constitution based on gender and ethical balance | Level to which the constitutional gender and ethical balance is attained in staff recruitment | - Recruitment reports                                         |



| Strategies                                                                                                                                                                  | Activities                                                                                                                               | Expected outputs                                                                                                                           | Key performance indicators                                                                                                                                                      | Means of verification                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Objective 2: Increase IPOA over sighting capacity for internal and external accountability, transparency and prevention of corruption in the National Police Service</b> |                                                                                                                                          |                                                                                                                                            |                                                                                                                                                                                 |                                                                                                                              |
| Enhance capacity to investigate cases arising from Police action or inaction and carry out inspections                                                                      | Equip laboratory with equipment to facilitate basic ballistic and forensic services                                                      | 1 Forensic laboratory equipped to facilitate basic services                                                                                | Level to which the laboratory is equipped                                                                                                                                       | <ul style="list-style-type: none"> <li>- physical check</li> <li>- Asset register</li> </ul>                                 |
|                                                                                                                                                                             | Initiate a draft legislative to support for establishment and functioning of full scale ballistic and forensic laboratory                | Draft paper formulated and submitted seeking legislation for establishment and functioning of full scale ballistic and forensic laboratory | Level of the legislation process                                                                                                                                                | <ul style="list-style-type: none"> <li>- Papers and correspondences</li> </ul>                                               |
|                                                                                                                                                                             | Conduct investigations on allegations of criminal actions and misconduct by police and make recommendations for prosecution or otherwise | Investigations conducted                                                                                                                   | <ul style="list-style-type: none"> <li>- Number of investigations conducted</li> <li>- Percent of investigations conducted within 90 days of active investigations</li> </ul>   | <ul style="list-style-type: none"> <li>- Investigations reports</li> <li>- IPOA's performance reports</li> </ul>             |
|                                                                                                                                                                             | Conduct inspections of police premises, detention facilities and monitor police operations                                               | <ul style="list-style-type: none"> <li>- Inspections of police premises conducted</li> <li>- Police operations monitored</li> </ul>        | <ul style="list-style-type: none"> <li>- Number of police premises inspected and operations monitored</li> <li>- Percent of recommendations made by IPOA implemented</li> </ul> | <ul style="list-style-type: none"> <li>- Inspections and monitoring reports</li> <li>- IPOA's performance reports</li> </ul> |
| Development of ICT infrastructure and automation of IPOA functions                                                                                                          | Develop and upgrade of IPOA ICT platform/infrastructure                                                                                  | IPOA's ICT infrastructure developed and upgraded                                                                                           | <ul style="list-style-type: none"> <li>- Level of development of the ICT infrastructure</li> <li>- Level of upgrade on the ICT infrastructure</li> </ul>                        | <ul style="list-style-type: none"> <li>- Contract documents</li> <li>- IPOA's performance reports</li> </ul>                 |
|                                                                                                                                                                             | Acquire ICT equipment                                                                                                                    | Assorted ICT equipment acquired                                                                                                            | <ul style="list-style-type: none"> <li>- Proportion of the acquired ICT equipment versus the required</li> </ul>                                                                | <ul style="list-style-type: none"> <li>- Asset register</li> <li>- Contract documents</li> </ul>                             |
|                                                                                                                                                                             | Automate all the operational functions of the Authority                                                                                  | Authority's operational functions automated                                                                                                | <ul style="list-style-type: none"> <li>- Number of operational functions automated</li> <li>- Level of functionality of the automated operational functions</li> </ul>          | <ul style="list-style-type: none"> <li>- Physical check</li> <li>- IPOA's performance reports</li> </ul>                     |
|                                                                                                                                                                             | Automate all the support functions of the Authority                                                                                      | Authority's support functions automated                                                                                                    | <ul style="list-style-type: none"> <li>- Number of support functions automated</li> <li>- Level of functionality of the automated support functions</li> </ul>                  | <ul style="list-style-type: none"> <li>- Physical check</li> <li>- IPOA's performance reports</li> </ul>                     |

| Strategies                          | Activities                                                                                                                                          | Expected outputs                                                               | Key performance indicators                                                                                                                                                                            | Means of verification                                                                                    |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Communication and outreach          | Conduct public awareness and outreach forums and caravans                                                                                           | Public awareness and outreach forums conducted                                 | <ul style="list-style-type: none"> <li>- Number of forums conducted</li> <li>- Number of people reached with information on IPOA</li> <li>- Proportion of public with knowledge about IPOA</li> </ul> | <ul style="list-style-type: none"> <li>- Forums' reports</li> <li>- Survey reports</li> </ul>            |
|                                     | Development of IEC materials                                                                                                                        | Thematic areas communicated with sufficient IEC materials and audience reached | Thematic areas whose IED materials are developed                                                                                                                                                      | IEC materials                                                                                            |
| Decentralization of IPOA's services | Develop a structure of IPOA for the county IPOA offices                                                                                             | Structure developed and approved by the Board                                  | Structure developed                                                                                                                                                                                   | Developed structure                                                                                      |
|                                     | Identify and provide appropriate infrastructure for offices, equipment, mobility and operating systems for IPOA county offices in a phased approach | Regional offices equipped                                                      | <ul style="list-style-type: none"> <li>- Number of regional offices established</li> <li>- Level of equipping at the regional offices</li> </ul>                                                      | <ul style="list-style-type: none"> <li>- Physical check</li> <li>- IPOA's performance reports</li> </ul> |
|                                     | Recruit and deploy IPOA county staff                                                                                                                | Staff recruited and deployed to the Regional offices                           | <ul style="list-style-type: none"> <li>- Level of staffing in the regional offices</li> </ul>                                                                                                         | <ul style="list-style-type: none"> <li>- HR reports</li> <li>- IPOA's performance reports</li> </ul>     |
| IPOA Stakeholder engagement         | Update the data base for existing and potential stakeholders                                                                                        | Data base updated                                                              | Data base updated                                                                                                                                                                                     | Physical check                                                                                           |
|                                     | Implement the developed stakeholder engagement strategy                                                                                             | Stakeholder engagement strategy implemented                                    | Level of adherence to the strategy                                                                                                                                                                    | IPOA's performance reports                                                                               |

## 2.4 Detailed Implementation Plan for IPOA

| Activities                                                                             | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|----------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                        | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                        | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| <b>Strategy: Performance management</b>                                                |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Conduct Annual stakeholders' review workshop                                           |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                          | 3           | 5           |
| Review the Strategic Plan 2014–2018                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 3                          |             |             |
| Conduct performance evaluation                                                         |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             | 5           |
| Develop a new Strategic Plan                                                           |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Participate in Knowledge sharing and organization learning forums                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                          | 5           | 5           |
| <b>Strategy: Organization Development</b>                                              |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Technical and management trainings for IPOA staff                                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 10                         | 15          | 20          |
| Implement IPOA's HR policies, manuals and strategies                                   |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| <b>Strategy: Resource mobilization</b>                                                 |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Develop and implement an ethical fund raising policy for the Authority                 |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Mobilize partnerships and collaborations for financial, technical and material support |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| <b>Strategy: Mainstreaming Human Rights, Gender, Diversity and Ethical Behavior</b>    |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Adhere to the policies and manuals on Gender, Human rights and Human resources         |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Train IPOA members on Human Rights                                                     |                                            |    |    |    |           |    |    |    |           |    |    |    |                            | 1           | 2           |

| Activities                                                                                                                               | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                                                                          | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                                                                          | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| Recruit based on the gender and ethnic balance constitutional requirements                                                               |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| <b>Strategy: Enhance capacity to investigate cases arising from Police action or inaction and carry out inspections</b>                  |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Equip laboratory with equipment to facilitate basic ballistic and forensic services                                                      |                                            |    |    |    |           |    |    |    |           |    |    |    | 3.4                        | 4           | 5           |
| Initiate a draft legislation to garner support for establishment and functioning of a full-scale ballistic and forensic laboratory       |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          |             |             |
| Conduct investigations on allegations of criminal actions and misconduct by police and make recommendations for prosecution or otherwise |                                            |    |    |    |           |    |    |    |           |    |    |    | 11                         | 30          | 50          |
| Conduct inspections of police premises, detention facilities and monitor police operations                                               |                                            |    |    |    |           |    |    |    |           |    |    |    | 4                          | 20          | 35          |
| <b>Strategy: Development of ICT infrastructure and automation of IPOA functions</b>                                                      |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Develop and upgrade of IPOA ICT platform/ infrastructure                                                                                 |                                            |    |    |    |           |    |    |    |           |    |    |    | 11.2                       | 10          | 5           |
| Acquire ICT equipment                                                                                                                    |                                            |    |    |    |           |    |    |    |           |    |    |    | 2.5                        | 2           | 2           |
| Automate all the operational and support functions of the Authority                                                                      |                                            |    |    |    |           |    |    |    |           |    |    |    |                            | 3           |             |

| Activities                                                                                                                                          | Quarterly timeline implementation schedule |    |    |    |           |    |    |    |           |    |    |    | Budget estimates<br>Ksh. M |             |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|----|----|-----------|----|----|----|-----------|----|----|----|----------------------------|-------------|-------------|
|                                                                                                                                                     | 2015/2016                                  |    |    |    | 2016/2017 |    |    |    | 2017/2018 |    |    |    | Financial years            |             |             |
|                                                                                                                                                     | Q1                                         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | 2015/<br>16                | 2016/<br>17 | 2017/<br>18 |
| <b>Strategy: Communication and outreach</b>                                                                                                         |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Organize public awareness and outreach forums and caravans                                                                                          |                                            |    |    |    |           |    |    |    |           |    |    |    | 5                          | 8           | 8           |
| Development of IEC materials                                                                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    | 8                          | 10          | 10          |
| <b>Strategy: Decentralization of IPOA's services</b>                                                                                                |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Develop a structure of IPOA for the county IPOA offices                                                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Identify and provide appropriate infrastructure for offices, equipment, mobility and operating systems for IPOA county offices in a phased approach |                                            |    |    |    |           |    |    |    |           |    |    |    | 100                        | 400         | 200         |
| Recruit and deploy IPOA county staff                                                                                                                |                                            |    |    |    |           |    |    |    |           |    |    |    | 15                         | 30          | 45          |
| <b>Strategy: Stakeholder engagement</b>                                                                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Update the data base for existing and potential stakeholders                                                                                        |                                            |    |    |    |           |    |    |    |           |    |    |    |                            |             |             |
| Implement the developed stakeholder engagement strategy                                                                                             |                                            |    |    |    |           |    |    |    |           |    |    |    | 2                          | 4           | 5           |
| <b>Grand total</b>                                                                                                                                  |                                            |    |    |    |           |    |    |    |           |    |    |    | <b>185.1</b>               | <b>545</b>  | <b>402</b>  |



