



Independent Policing
Oversight Authority

Draft Strategic Plan: 2014 – 2018

Wednesday, April 16, 2014

Background and Phases

- Plan for 4 years: Financial Years 2014/15; 15/16; 16/17; & 17/18
- Planning Process:
 1. Plan prepared in consultation with staff and board members
 - a. Strategic planning workshop led by the Board
 - b. Workshops with staff
 2. Stakeholder validation (today)
 3. Stakeholder feedback incorporated (two weeks)
 4. Final Strategic Plan (May 05, 2018)

PEST Analysis

- Constitution and constitutive Act give IPOA a clear legal mandate and guarantees its independence and autonomy
- IPOA will monitor counter-terrorism measures to ensure human rights standards are adhered to
- The law requires IPOA to decentralize its services to the county
- IPOA can count on the goodwill of Parliament, National Treasury, regional partners, international community for technical and financial support

PEST Analysis (cont.)

- IPOA to establish partnerships with civil society and faith-based organizations where there is persistent poverty/inequality, particularly in marginalized areas
- Culture of impunity in Kenya, therefore need a paradigm shift at all levels: institutions such as National Police Service and National Police Service Commission, public and private institutions, leaders and communities.
- Availability of ICT system to support IPOA's effectiveness and efficiency.

Strengths and Opportunities

- Robust legal framework for IPOA's mandate
- Existence of work plans and planning culture within IPOA
- Fairly new organization starting from a clean slate
- Strategic leadership
- Goodwill from stakeholders
- Open organizational culture with emphasis on performance, results, mutual respect, trust, etc.
- Adequate capacity and commitment from staff and Board

Stakeholders

- IPOA has particular interest in two stakeholders' categories:
 - a. Organizations and individuals with **high influence** that show **high interest**
 - b. Organizations and individuals with **high influence** that show **little interest**
- Beneficiaries of IPOA will be complainants against the police, and the Kenyan population that will be better served by the NPS
- IPOA works directly with citizens and police when it receives their complaints and conducts investigations
- The NPS and the NPSC will also benefit from IPOA's investigation of incidents and its evidence-based recommendations

The Strategy

Vision

A robust civilian accountability mechanism that promotes public trust and confidence in the National Police Service

Mission

To conduct impartial and independent investigations, inspections, audits and monitoring of the National Police Service to prevent impunity and enhance professionalism in the interest of the public.

Motto

Guarding Public Interest in Policing

Core values

- 1. Transparency and Accountability:** We must be easy to understand, be open to all, frank and honest in all communications, transactions and operations.
- 2. Integrity:** We must maintain honest practices when carrying out our mandate at all times.
- 3. Impartiality:** An independent body we must be free from outside influence and interference when it comes to the implementation of our mandate.
- 4. Respect for Diversity:** IPOA believes that every citizen and community, particularly those that have been historically disadvantaged, will have equal opportunities and protection as per the Constitution
- 5. Compassion:** IPOA deals with victims and survivors of police brutality and unfairness and hence IPOA is expected to demonstrate a great capacity for compassion

Strategic Challenges

- Development and implementation of IPOA's performance management system, including policies and systems
- Resource mobilization: Core funding from the National Treasury, but IPOA will need to seek funding and technical assistance from development partners
- Gaining trust and support of Kenyan public and key partners
- Operating and navigating through a complex security environment

Strategic Outcomes

1. Enhanced police compliance with Constitutional standards on fundamental freedoms and human rights
2. Restored public confidence and trust in the police
3. Improved detention facilities and police premises
4. A functional Internal Affairs Unit (IAU)
5. A model institution in policing oversight in Africa

Strategic Outcomes

1. Enhanced police compliance with Constitutional standards on fundamental freedoms and human rights:

- Constitution of Kenya (Articles 19 – 59)
- IPOA established to give effect Article 244 through promoting police accountability and oversight on human rights adherence
- Expected outputs include:
 - Police operations monitored; investigations done and followed up; proposals for changes in policy and practice developed; recommendations for disciplinary actions to NPSC and criminal prosecutions to ODPP; police human rights practices for women, children and others monitored, and the standards developed and disseminated

Strategic Outcomes

2. Restored public confidence and trust in the police:

- This is the cumulative impact of IPOA's mandate
- Most Kenyans have had low confidence in the police
- Adequate and effective investigations of complaints
- Some expected outputs include:
 - Investigations of complaints conducted to IPOA's standards; continuous follow up conducted on IPOA recommendations on increasing public trust and confidence developed; and the public sensitized on the role of the police

Strategic Outcomes

3. Improved detention facilities and police premises:

- Constitution of Kenya guarantees the rights of arrested and detained persons
- IPOA will contribute to the realization of these standards
- Some of the outputs include:
 - Inspection tools and reports developed and disseminated; recommendations on inspections submitted to the NPS and followed up; stakeholders on police oversight engaged; standards on police premises and detention facilities developed and disseminated; recommendation on separate and suitable facilities for detention of women and children developed, disseminated and followed.

Strategic Outcomes

4. A functional Internal Affairs Unit (IAU):

- Proper investigation of complaints by the police themselves is central to professionalism.
- An effective IAU is key; IPOA will support the establishment and operationalization

Some of the expected outputs include:

- Directive on the organization of the IAU as per the law followed up; mechanism for collaboration between IPOA and IAU established and managed; criteria, protocols and processes for complaints referral between IPOA and IAU developed and implemented; cases reported or referred to IAU monitored, audited and reviewed

Strategic Outcomes

5. A model institution in policing oversight in Africa:

- To become a model institution in policing oversight in Africa, IPOA will set high standards of professionalism, integrity and accountability in its work
- A credible policing oversight authority could have a significant influence on behavioral changes in the NPS.
- Some of the outputs expected include:
 - Functional internal structures for receiving complaints from public and police; effective systems established to initiate and investigate complaints; mechanism for collaboration between IPOA and IAU established and managed; and a collaborative mechanism with other agencies established and managed

Strategies to be Employed

1. Organization development
2. Performance management
3. Information, Communication and Technology
4. Resource mobilization
5. Stakeholders' Engagement
6. Human rights mainstreaming
7. Gender equality
8. Ethical conduct

Strategies to be Employed

- 1. Organization development strategy:** to recruit and retain highly qualified and motivated staff so IPOA can fulfil its mandate in a professional manner. The strategy will include best practices for human capital policies and systems; revised organogram and job descriptions; leadership development and staff welfare programmes.
- 2. Performance management strategy:** this will ensure that stated results are achieved and Kenyans get value for money. IPOA will develop and implement a results- based performance management system during the first quarter of 2014 -2015.

Strategies (cont...)

- 3. ICT Strategy:** In this planning period IPOA will automate all processes including investigation of deaths and serious injuries resulting from police actions, receipt and investigation of both public and police complaints, the investigation of misconduct and recommendations for disciplinary action or prosecution, monitoring of police operations, and inspection of police premises and detention facilities
- 4. Resource mobilization strategy:** This includes both the financial and human resources that are necessary for IPOA to carry out its mandate. We will identify sources of funding, engage the relevant government organizations and ensure that the resources are utilized effectively and efficiently.

Strategies (cont...)

5. **Stakeholders' Engagement strategy** includes: communications and outreach, including a media strategy for managing high public interest, expectations and support of the Constitution and police reforms; data base for partners; technical assistance to stakeholders such as community and faith based organizations; benchmarking practices such as CPAs; and a mechanism for ensuring a smooth flow of information coming from stakeholders
6. **Human rights mainstreaming:** Article 21 of the Constitution makes it mandatory for every state organ to “observe, respect, protect, promote and fulfill the rights and fundamental freedoms in the Bill of Rights.” IPOA will mainstream human rights in all its plans, including operational plans, processes and activities, including the capacity of staff on human rights

Strategies (cont...)

7. **Gender equality strategy:** Mechanisms for achieving gender equality incorporated into IPOA policy, planning, budgeting, and human resources systems; criteria for assessing, reporting, and making recommendations on gender matters incorporated into IPOA complaint, monitoring, inspection and investigation processes; and the capacity of IPOA staff on gender mainstreaming strengthened. Further, there will be regular meetings between IPOA and IAU to discuss ways of improving NPS observance of human rights and gender equality
8. **Ethical conduct strategy:** IPOA code of conduct for board and staff; periodic lifestyle audit; vetting processes, etc.

Implementation Focus

- Focus on various areas such as:
 - a) Strategic leadership
 - b) Establishing and managing strategic partnerships
 - c) Increased awareness
 - d) Mobilizing adequate resources

Strategic Risks

- Inadequate funding;
- Security threats to IPOA personnel;
- Security of IPOA's information; and,
- Increased terrorist threats and counter-terrorism measures by the security organs

Strategic Alignment

- Plan is aligned to the existing regulatory and policy framework:
 - a) The Constitution, relevant Acts and international human rights instruments
 - b) IPOA's values
 - c) Good management practices such as results-based performance
 - d) IPOA's policies and systems (completed in year 1);
 - e) Leadership and management styles
 - f) Internal capacity
 - g) Organizational culture

Monitoring and Evaluation

- The M&E is a results-based management approach, with focus on results rather than activities.
- Emphasizes on what has been achieved over what was merely done.
- The M&E distinguishes between process and change monitoring; and monitoring of programmes and IPOA as an institution
- IPOA will develop and implement a comprehensive M&E manual with output, outcome and process indicators.
- The M&E system will be sensitive to human rights, gender and diversity concerns.

THE BOARD

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