



Independent Policing
Oversight Authority



STRATEGIC PLAN

2014 – 2018

JUNE 2014

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.



STRATEGIC PLAN

2014 - 2018

June 2014



The IPOA Board
Standing from left to right: Tom Kagwe, Rose Bala, Njeri Onyango and Grace Madoka.
Sitting from left to right: Jedidah Ntoyai (Vice Chair), Vincent Kiptoo, Fatuma Saman and Macharia Njeru (Board Chair)



A participatory discussion facilitated by Board Member Fatuma Saman during the Strategic Plan working retreat in Nanyuki.

TABLE OF CONTENTS

List of Abbreviations and Acronyms	7
Statement by Chairman of the Board	9
Acknowledgments	11
Executive Summary	12
1.0 IPOA Background	12
1.1 Summary of the Strategic Plan	12
1.2 Vision, Mission, Motto and Values	12
1.3 Programme Strategy	13
1.4 Strategic Choices	14
1.5 Alignment	15
2.0 THE STRATEGIC PLAN	16
2.1 Structure of the Plan	16
2.2 SECTION 1: INTRODUCTION	16
2.2.1 Background	16
2.2.2 Strategic Planning Process	17
2.3 SECTION 2: SITUATION ANALYSIS	19
2.3.1 PEST Analysis	19
2.3.2 Analysis of Strengths and Opportunities and Strategic Implications	22
2.3.3 Stakeholders Analysis	24
2.4 SECTION 3: STRATEGIC DIRECTION	28
2.4.9 Compassion	29
2.5 STRATEGIC OPPORTUNITIES	29
2.6 STRATEGIC OUTCOMES	29
2.6.1 Outcome 1: Compliance by police to human rights standards	30
2.6.2 Outcome 2: Restored public confidence and trust in police	30
2.6.5 Outcome 5: A model institution on policing oversight in Africa	31
2.7 STRATEGIES	31
2.7.1 Mandated Functions	31
2.8 PROGRAMME STRATEGY	32
2.9 STRATEGIES TO ACHIEVE OUTPUTS	33
2.9.1 Organization Development Strategy	33
2.9.3 ICT Strategy	34
2.9.4 Resource Mobilization Strategy	35
2.9.5 Stakeholder Engagement Strategy	35

- 2.9.6 Communication Strategy 36
- 2.9.7 Mainstreaming Human Rights, Diversity and Ethical Behavior 37

- 2.10 SECTION 4: IMPLEMENTATION FOCUS 38**
- 2.10.1 Critical Success Factors 38
- 2.10.2 Assumptions, Risks and Mitigation 39

- 2.11 SECTION 5: TRACKING PROGRESS - MONITORING & EVALUATION 43**
- 2.11.1 Distinction between monitoring and evaluation 43
- 2.11.3 Monitoring of IPOA Programmes 44
- 2.11.4 Starting with Change 44
- 2.11.5 Methodologies 44

- 3.0 APPENDICES 46**
- 3.1 APPENDIX A: RESULTS-BASED FRAMEWORK 46
- 3.2 APPENDIX B: SUMMARY OPERATIONAL PLAN 52
- 3.3 APPENDIX C: ANNUAL RESOURCE REQUIREMENTS 62
- 3.4 APPENDIX D: ORGANIZATIONAL STRUCTURE 67

LIST OF ABBREVIATIONS AND ACRONYMS

ACHPR	African Charter on Human and Peoples' Rights
ADR	Alternative Dispute Resolution
ANPPCAN	African Network for the Prevention and Protection against Child Abuse and Neglect
APCOF	African Policing Civilian Oversight Forum
APF	Administration Police Force
AU	African Union
CAJ	Commission for the Administration of Justice
CPAs	County Policing Authorities
CPCs	Community Policing Committees
CSOs	Civil Society Organizations
EAC	East African Community
EACC	Ethics and Anti-Corruption Commission
FIDA	Federation of Women Lawyers in Kenya
GJLOS	Governance, Justice Law and Order Sector
IAU	Internal Affairs Unit
ICJ- Kenya	International Commission of Jurists-Kenya Section
ICT	Information Communication and Technology
IMLU	Independent Medico-Legal Unit
IPCM	Integrated Public Complaints Mechanism
IPOA	Independent Policing Oversight Authority
KEPSA	Kenya Private Sector Alliance
KHRC	Kenya Human Rights Commission
KMA	Kenya Medical Association
KNCHR	Kenya National Commission on Human Rights
KPF	Kenya Police Force
NGEC	National Gender and Equality Commission
NGOs	Non-Governmental Organizations
NIS	National Intelligence Service
NPS	National Police Service
NPSC	National Police Service Commission
ODPP	Office of the Director of Public Prosecutions

ODPP	Office of Director of Public Prosecutions
OMCT	World Organization Against Torture
PMS	Performance Management System
PPOA	Public Procurement Oversight Authority
PWLD	Persons Living with Disabilities
PRWG	Police Reforms Working Group
SIG	Special Interest Groups
SUPKEM	Supreme Council of Kenya Muslims
UK	United Kingdom
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
UNODC	United Nations Office on Drugs and Crime
USA	United States of America
WPA	Witness Protection Agency

STATEMENT BY CHAIRMAN OF THE BOARD

It gives me great pleasure and pride, on behalf of the Board, Management and staff, to present IPOA's inaugural four-year Strategic Plan, 2014-2018. Indeed, this will be the Authority's blueprint during the four-year strategic planning period. The purpose of this Strategic Plan is to articulate IPOA's vision, mission, core values, motto, and strategic objectives that will inform and guide the Authority's activities during the next four years. The Plan has been carefully developed with the understanding that implementation of IPOA's mandate will be central in realization of the ongoing police reforms in Kenya. This places the Authority in a very strategic position of providing civilian oversight over the work of the Police.



The Authority acknowledges the Jubilee Manifesto of aiming at keeping Kenya safe and secure. Accordingly, the Manifesto recognizes IPOA's central role in policing oversight. It is for this reason that the Jubilee Government has undertaken to strengthen the Authority to provide independent capacity to investigate instances of police misconduct, and refer cases to the Office of Director of Public Prosecutions. The Authority is pleased with the Government's expression of this commitment.

The objectives of the Authority are to: a) hold the Police accountable to the public in the performance their functions; b) give effect to the provision of Article 244 of the Constitution that the Police shall strive for professionalism and discipline and shall promote and practice transparency and accountability; and c) ensure independent oversight of the handling of complaints by the National Police Service (NPS). It is for this reason that IPOA Board has initiated the development of the Strategic Plan to provide strategic direction towards attainment of these objectives. Through the implementation of the Plan, IPOA will be at the forefront in realizing gains made so far through the Constitution, giving rise to the establishment of the Authority through an Act of Parliament No. 35 of 2011.

This Strategic Plan highlights several strategies that IPOA intends to adopt to implement its mandate and functions, and achieve desired outputs during the four-year planning period. These strategies include: organizational development, performance management, ICT, resource mobilization, stakeholder engagement, communication and outreach, mainstreaming human rights, diversity and ethical behavior, and mainstreaming gender. These strategies will improve IPOA's impact and effectiveness in the ongoing police reform agenda in the country. The strategies will also entrench the relevance of policing oversight in Kenya.

For successful implementation of the Plan, the Authority will focus on several critical success factors; performance management, strategic leadership, strategic partnerships, increased public awareness, and mobilization of sufficient resources. Some of the key outcomes expected from this Plan include compliance by police with human rights standards, restored confidence and trust in Police, improved detention facilities and Police premises, a functional Internal Affairs Unit, and establishing IPOA as a model institution in civilian policing oversight in Africa, and

beyond. As part of institutional building, the Authority has recruited highly experienced and qualified staff who will facilitate the realization of the targeted outputs and outcomes. The Board steadfastly committed to ensuring full implementation of the Plan during its life, and to provide staff with the necessary tooling and equipment to carry out their duties and responsibilities. The Board will continue to provide strategic direction in the implementation of the Plan, and work closely with staff and all stakeholders. Even as the Authority plans to roll out the Plan in July 2014, it continues to face the challenge of insufficient funding. The Authority hopes that the Government and Parliament will continue providing it with increased and adequate resources during the next four years and thereafter so that the strategies herein will be realized, and thus its mandate as outlined in IPOA Act.

I note with appreciation that this Plan has been developed through a highly consultative and extensive process involving IPOA Board, management, staff, public and private stakeholders, civil society organizations and several development partners. It thus incorporates invaluable input from all the stakeholders. The Authority hopes that the implementation of the Plan will meet the expectations of all stakeholders, and indeed the Kenyan public that is the ultimate beneficiary of establishment of IPOA.

I would like to convey my gratitude and appreciation to my fellow Board members for their strong commitment, sacrifice, dedication, and contribution towards the development of this Plan. During this process, the Board has demonstrated unity of purpose and unwavering support towards the implementation of this Plan. I would also like to thank Management and staff for their contribution and working long hours to ensure that this Plan was developed and completed on time.

The successful development and launch of this Plan has greatly been through the efforts and support of our development partners and stakeholders. On behalf of the Board, I would like to express our deepest thanks and appreciation to the UNODC, and in particular, the governments of Sweden, the United States of America, United Kingdom for the great amount of support extended to IPOA towards the development and launch of this Plan.

May God bless you all!



MACHARIA NJERU

Chairperson,

Independent Policing Oversight Authority

ACKNOWLEDGMENTS

The IPOA staff would like to acknowledge our development partners, stakeholders, the Kenyan Government and Consultants who have walked this journey of developing and finalization of this Strategic Plan. We would like to sincerely thank Helena Kithinji for facilitating the generation of this Plan, and ensuring that the context and content met the expectations of the Board and Management. We would also like to thank Dr. Mutuma Ruteere for working together with Helena towards the completion of the Plan, and ensuring that Human Rights issues were comprehensively captured in the document.



Additionally, we would like to express our gratitude to Tonita Murray for providing support in the area of Gender Mainstreaming, which she passionately ensured was prominently incorporated in the Plan. We would also like to convey our thanks and appreciation to Dr. Hirbod Aminlari and his supportive team at UNODC. We are thankful that the preparation and launch of this Plan has largely been supported by UNODC. We will remain grateful to UNODC for generously supporting IPOA in this initiative.

The Staff would like to recognize the Board Chairman, Mr. Macharia Njeru, for his commitment and guidance within the Board during the planning, development and production of the Plan. IPOA Board members are also acknowledged for their commitment and contribution towards the preparation of this Plan, and for taking a lead in the process. Further, we would like to acknowledge the support rendered by Mr. Tom Kagwe in reviewing the draft of the Plan and for providing quality assurance that included editorial review.

We would also like to recognize the efforts and commitment of Mr. Maina Njoroge who was acting CEO for tirelessly working closely with the Consultants in the development and coordination process of this Plan, and for providing invaluable editorial support and final production of the document. Management and staff deserve special recognition and appreciation for their commitment, and for working an extra mile in ensuring that the Consultant was provided with all the background information and necessary materials. We are indeed pleased by the hard work, diligence and exemplary performance demonstrated by management and staff towards this initiative. Finally, special thanks to Gladys Some and her Committee for the well-coordinated preparation and organization of the launch of the Plan.

A handwritten signature in black ink that reads "Joel Mabonga". The signature is fluid and cursive, written on a light blue background.

JOEL MABONGA

Chief Executive Officer,

Independent Policing Oversight Authority

EXECUTIVE SUMMARY

1.0 IPOA Background

The Independent Policing Oversight Authority (hereinafter as IPOA or the Authority) was created through an Act of Parliament, No. 35 of 2011. IPOA was a response to the country's long history of serious violations of human rights and fundamental freedoms by the then Kenya Police Force (KPF) and the Administrative Police Force (APF), which were created under the repealed Caps 84 and 85 respectively, but are now under the National Police Service - NPS Act, No. 11A of 2012.

IPOA's creation was part of the legal and policy agenda for transformation of the NPS into an efficient and accountable service, capable of providing and ensuring security for all Kenyans whilst observing the highest standards of professionalism and respect for the constitutionally guaranteed fundamental freedoms and rights for all, especially the principles set forth in Articles 238, 239 and 244 of the Constitution of Kenya (2010).

From the foregoing, the objectives of IPOA are: a) to hold the police accountable to the public in the performance of their functions; b) to give effect to the provision of Article 244 of the Constitution that NPS shall strive for professionalism and discipline and shall promote and practice transparency and accountability; and to ensure independent oversight of handling complaints by the NPS.

1.1 Summary of the Strategic Plan

This Strategic Plan covers four (4) Financial Years (FY), July 2014 to June 2018. In the process leading to this Strategic Plan, IPOA involved several critical stakeholders, conducted internal and external analysis of its strengths and threats, and further, analyzed the political, economic, social and technological (PEST) factors that will contribute to the delivery of the Authority's mandate.

The main beneficiaries of this Strategic Plan are the people of Kenya: victims and survivors of police actions and general population that will be well served by the NPS. IPOA works directly with the citizens (both the public as well as members of the NPS) when it receives their complaints and conducts investigations, inspections, and monitoring of NPS activities and operations. Key stakeholders, such as the NPS and the National Police Service Commission (NPSC) will also benefit from IPOA's ability to carry out its mandate and provide thoughtful and recommendations for implementation.

1.2 Vision, Mission, Motto and Values

This Strategic Plan is being ushered with a Vision of establishing a 'robust civilian accountability mechanism that promotes public trust and confidence in the National Police Service'. To realize this Vision, the Board and Staff shall strive to achieve the Mission of 'conducting 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’.

The Authority, guided by the mantra of common good, has developed the Motto of ‘Guarding Public Interest in Policing’. With this Motto, the Authority settled on five (5) values, in accordance with the Constitution. These Values are:

- 1) **Transparency and Accountability:** The Authority shall be open to all, frank and honest in all communications, transactions and operations;
- 2) **Integrity:** IPOA shall maintain honest practices when carrying out its mandate at all times;
- 3) **Independence and Impartiality:** The Authority shall remain free from outside influence and interference when it comes to the implementation of its mandate;
- 4) **Respect for Diversity:** IPOA shall uphold that every citizen and community, particularly those that have been historically disadvantaged, will have equal opportunities and protection as per the Constitution; and
- 5) **Compassion:** The Authority shall deal with victims and survivors of police brutality and unfairness and thus the Board and staff are expected to demonstrate empathy.

1.3 Programme Strategy

IPOA’s mandate is very wide. Most of the Authority’s work will stem from, or lead, conducting investigations on police misconduct, carrying out inspections of police premises, monitoring police operations, auditing, reviewing the Internal Affairs Unit (IAU), providing policing guidance through policy proposals through the Cabinet Secretary, and such other mandate areas. In so doing, IPOA will develop a Programme Strategy based on:

- 1) **Development and Documentation of IPOA Standards:** These standards will be developed for various mandate areas such as investigations, inspections, monitoring and complaints management among others. These standards will then be disseminated and strictly adhered to by IPOA Board and staff so as to develop the Authority’s professional capacity to hold police to account.
- 2) **Investing in Continuous Learning:** The Authority’s constitutive Act has obligated IPOA Board to ensure that all staff members are adequately trained to carry out the above functions, and particularly so in human rights and fundamental freedoms. Therefore, this Strategic Plan clearly geared towards improving Board and staff capacity as well as institutional strengthening.
- 3) **Developing and Enforcing Recommendations:** Most of the Authority’s powers lie in making and disseminating practical and constructive recommendations to the various stakeholders such as the NPS, NPSC, or even other State organs, to help improve policing standards in the country. The Authority will invest not just in making these recommendations but also making appropriate follow up, which as per the constitutive Act, it may apply to courts of law for enforcement of any of its

recommendations.

- 4) **Focused and Systematic Partnership:** The IPOA Act provides that the Authority shall cooperate with other institutions on issues of police oversight, including State organs. Therefore, the Authority shall seek partnerships with other State agencies and non-State actors to not only assist IPOA to deliver on its mandate, but also to ensure cross-learning, accountability as well as raising the professional standards of policing in Kenya.
- 5) **Participatory Research:** The Authority will invest in research to determine policing priorities, standards and directions in Kenya. IPOA will use both the research findings and recommendations to enhance the overall performance and contribution to the civilian policing initiatives.

1.4 Strategic Choices

To realize the above programmatic strategies, the Authority shall seek to equip the Board and staff to higher standards through:

- a) **Organizational Development:** IPOA shall strive to attract, recruit and retain highly qualified and motivated staff who will ensure that the Authority is able to effectively execute its mandate in a professional manner. Elements of the strategy will include good human resource practices and policy; revised organogram and job descriptions; management and leadership development and staff welfare initiatives.
- b) **Performance Management:** The Authority will ensure that envisioned performance results are achieved and Kenyans get value for money. IPOA will develop and implement a results-based Performance Management System (PMS) during the first year (2014/15) of this Strategic Plan.
- c) **Information, Communication and Technology (ICT):** IPOA will automate all processes such as: i) investigations of all deaths and serious injuries caused by the police while on duty or as a result of police action; ii) receipt and investigation of complaints from both members of the public as well as from police officers; iii) investigation of misconduct and making recommendations for disciplinary action or prosecution; iv) monitoring of police operations that affect the public; and v) inspecting police premises and detention facilities among other mandate areas.
- d) **Mainstreaming Human Rights, Diversity and Ethical Practice:** IPOA will mainstream human rights in all its plans, including operational plans, processes and activities. The capacity of its entire staff on human rights will be strengthened through trainings, cross-learning, and through individual actions within the Board and staff. Diversity of all groups (citizens and communities) and exercising high levels of integrity remain a focus for IPOA. Additionally, the provisions of the Constitution are the main tenets guiding the Authority's work.
- e) **Mainstreaming Gender:** The Strategic Plan applies to and equally benefits both men

and women. Consequently, IPOA will remain particularly sensitive to the needs and aspirations of women in delivering outputs and achieving outcomes. The action plans of all Directorates and Units will ensure that the gender aspects of this Strategic Plan are mainstreamed throughout all IPOA processes, from planning and budgeting to staff acquisition, capacity development, and career advancement.

- f) **Resource Mobilization:** This applies to financial resources, where the Authority shall continuously strive and seek the National Assembly to adequately support and fund the operations of the Authority. Second, when applied to human resources, the Authority shall seek appropriate talent that will enable it to deliver on its functions.
- g) **Stakeholder Engagement:** This is key since the Authority must reach out to the Kenyan public, the police, the media, State and non-State organs and all those who are labeled as beneficiaries of IPOA's work. In the spirit of public participation, the Authority shall strive to engage all its stakeholders in its activities and programmes.

1.5 Alignment

The Strategic Plan (2014-2018) is aligned to existing administrative, regulatory, policy and legal environments, which include: the Supreme Constitution of Kenya; relevant Acts of Parliament; relevant institutional regulations and subsidiary legislation; international, regional and national human rights instruments; IPOA's core values; new and open organizational culture; current leadership and management styles in organizations, including treating people as a critical resource; and finally, but not least, the Kenya's Vision 2030 Development Blueprint and the Jubilee Manifesto.



The IPOA Board and Management during the four-day Strategic Plan working retreat in Nanyuki.

Standing: Gladys Some-Mwangi, Col. James Chemiati, Rhoda Wairioko, Rose Bala, Consultant, Fernando Wangila, Njeri Waithaka, James Olola, Janice Sang, Irene Muasya, Vincent Kiptoo, Hared Hassan, Maina Njoroge, Matias Adasa and Vicky Ocharo. Sitting: Njeri Onyango, Fatuma Ali Saman, Tom Kagwe, Jedidah Ntoyai, Macharia Njeru (Board Chair) and Grace Madoka

2.0 THE STRATEGIC PLAN

2.1 Structure of the Plan

The Strategic Plan contains eight Sections and four (4) Appendices. Section 1 provides an in-depth historical background and also narrates the strategic planning process. Section 2 contains the situational analysis, that is, of the political, social, cultural, economic and technological environments (PEST) in which IPOA operates and a summary of strengths, opportunities and strategic implications for the Plan. Section 3 contains the Authority's strategic direction: that is, the Vision, Mission and values, the impact, outcomes, outputs and the strategies to be employed.

Section 4 is on the direction towards implementing the Plan, as well as the challenges and risks that may face IPOA during the planning period. The Section also articulates strategic alignment to various legal, policy, regulatory and administrative frameworks. Section 5 contains the Monitoring and Evaluation (M&E) framework and processes. And finally, a list of appendices that include: the Results-based Framework as Appendix A; summary Operational Plan (2014/15) as Appendix B; and Appendix C which projects financial resources required to implement the Plan. Appendix D outlines the current IPOA's organizational structure.

2.2 SECTION 1: INTRODUCTION

2.2.1 Background

The Independent Policing Oversight Authority (hereinafter, the Authority or IPOA) was created as a response to the Kenya's long history of serious violations of human rights by the various policing agencies in the country. These abuses took shape in the form of excessive use of force, misuse of firearms, unlawful killings and torture, among other violations. Secondly, IPOA was also established due to the failure of the internal disciplinary mechanisms by the police themselves, to adequately investigate and ensure effective accountability for these unlawful actions by the police.

IPOA's creation is hence a product of many public policy deliberations and proposals on security, especially how to tackle violence and serious human rights violations by law enforcement officers. As far back as 1990s, reports by local and international human rights institutions had consistently pointed out the violations as well as the failures of the police in themselves, to hold each other accountable for abuses.

Further, between 2003 and 2007, the Governance, Justice, Law and Order Sector Reforms (GJLOS) Programme, implemented under the auspices of the Ministry of Justice and Constitutional Affairs, had underlined the centrality of accountability amongst the police, and also within other frameworks.

To illustrate, after the Post-Election Violence in 2007/08, the Commission of Inquiry on the Post-Election Violence (CIPEV) noted that to restore faith in the police, there was "a real need for police oversight by an independent body, outside the police, with the legislative power and

authority to investigate complaints against the police and police conduct.”

Subsequently, in February 2009, the United Nations Special Rapporteur on Extra Judicial, Arbitrary or Summary Executions made his visit to Kenya and also echoed the recommendation of the CIPEV on the need for the establishment of an independent police oversight body. Later that year, the National Task Force on Police Reforms (Ransley Task Force), the most comprehensive official study and reform framework on police reforms in Kenya, concluded that it was “convinced that a dedicated Independent Policing Oversight Authority was necessary in Kenya.”

A year later, the Constitution of Kenya (2010) was promulgated, which ushered in new principles and values of governance in Kenya, including for the security sector organs. Indeed, the Constitution laid the legal basis for accountability of security institutions, by providing for strong protection on, and observance of, fundamental freedoms and human rights as well for civilian oversight over all security institutions in Kenya.

The policing agencies, the Kenya Police Force (KPF) and Administration Police Force (APF), were not exempt and through the constitutive Act, IPOA was established with three main objectives:

- a) To hold the police accountable to the public in the performance of their functions;
- b) To give effect to the provision of Article 244 of the Constitution that the police shall strive for professionalism and discipline and shall promote and practice transparency and accountability; and
- c) To ensure independent oversight of the handling of complaints by the National Police Service (NPS).

The Authority was created as part of the overall strategy of transforming the police into an efficient and accountable service, capable of providing and ensuring security for all Kenyans while observing the highest standards of professionalism and respect for the constitutionally guaranteed fundamental freedoms and human rights for all. By providing oversight on the actions and conduct of the police, IPOA is tasked to enforce both the constitutional provisions on accountability of this particular security organ as well as the realization of the objectives of the NPS, as spelt out in the National Police Service Act.

2.2.2 Strategic Planning Process

The Strategic Plan for the IPOA covers a four-year period 2014 - 2018, which in government Financial Years (FY) covers 2014/15, 2015/16, 2016/17 and 2017/18.

The Plan was prepared through a highly participatory process. The Authority held a four-day working retreat, during which the Board (with the assistance of a Consultant) led the Management team through various exercises and brainstorming discussions. Prior to the retreat, the Consultant had perused through a number of background documents provided by the Board and also conducted feedback sessions with staff, partners, development partners as well as engagements with Board members.

During the retreat and consultative meetings, the processes included: a) analyzing the political, economic, social, technological environments; b) assessing the strengths, opportunities, aspirations and results; c) outlining the Vision, Mission, core values and motto; d) mapping stakeholders through power/influence marking and developing strategies to implement the Plan; e) developing modalities for implementing, monitoring and evaluating the Plan among other variables. The phases of the planning process is summarized in Box 1 here below.

Box 1: Phases in the Development of the Strategic Plan

Phase 1: Mobilization/Inception

During this phase, the Consultant held discussions with IPOA Board and the acting CEO, and reviewed various policy documents. The Consultant also developed, presented and finalized the inception report.

Phase 2: Review (External and Internal)

Staff members completed a questionnaire that the Consultant analyzed and used it as an input into the strategic planning workshop. The Consultant also held two workshops with staff members. In addition, the Consultant facilitated planning meetings and consultations with Board members.

Phase 3: Vision - Strategy - Implementation - Results

In this phase IPOA staff and the Board developed the vision, mission, values and results, and indicators of success. They also identified encumbering factors that pose a challenge in attaining the stated results and proposed strategies that will overcome these challenges.

Phase 3: Operational Plan 2014-2015

The Consultants facilitated a workshop with the Board to determine strategic priorities and milestones for 2014/15 financial year. The Management, with the assistance of the Consultant, developed the annual operational plan.

Phase 4: Drafting the Strategic Plan

Based on the outputs of the strategic planning workshop the consultants prepared the draft strategic plan.

Phase 5: Stakeholder Validation and Pre-Launch Testing/Consultations

The summary of the plan was presented to key stakeholders on 16th April 2014. The stakeholders gave invaluable feedback that was incorporated in the final Strategic Plan. The Consultant conducted additional interviews where necessary.

Phase 6: The Completion and Launch

The Strategic Plan was then completed and set for launch during the 2014 - 2015 financial year.

2.3 SECTION 2: SITUATION ANALYSIS

2.3.1 PEST Analysis

Table 2.1 below provides a summary of important political, economic, social, cultural and technological factors and trends at the international, regional, national and local levels that may have a significant effect on IPOA's operations during the four-year planning period.

Table 2.1: PEST for IPOA

Political Factors	Strategic Implications for the IPOA
<ul style="list-style-type: none"> • Constitution of Kenya (2010) and subsequent legislation that gives IPOA an elaborate legal mandate and guarantees its independence and autonomy • Existing international and regional conventions and treaties 	<ul style="list-style-type: none"> • Use the political will to lobby for greater resources for IPOA • Use the legal mandate to influence the NPS and NPSC • IPOA has to remain independent of all influences (public, private or such agencies be they local, national regional or international) and remain highly professional in order to be able to influence significantly the positive transformation of NPS
<ul style="list-style-type: none"> • Threat of terrorism by fundamentalists • State counter-terrorism measures 	<ul style="list-style-type: none"> • Counter-terrorist strategies may lead to violations or perceived violations of human rights and increased number of complaints. • Public pressure may be put on IPOA not to conduct investigations during such times.
<ul style="list-style-type: none"> • Independence of decision making (Section 34 of the IPOA Act provides that IPOA does not answer to police or any other institution in the performance of its functions) 	<ul style="list-style-type: none"> • The Authority shall observe the principle of impartiality and rules of natural justice in the exercise of its powers and the performance of its functions. • Every State and public officer or institution shall accord the Authority such assistance and protection as may be necessary to ensure its independence, impartiality, dignity and effectiveness. • No person or body may interfere with the decision making, functioning or operations of the Authority. • Parliament shall ensure that the Authority is adequately funded for it to be effective and efficient in the performance of its mandate.

<ul style="list-style-type: none"> • East African Community • Regional cooperation 	<ul style="list-style-type: none"> • IPOA will use high interest of other countries in the region and establish itself as a model organization in East Africa. • IPOA will cooperate closely and establish partnership with the Independent Police Investigative Directorate (IPIID) in South Africa.
<ul style="list-style-type: none"> • Devolution and existence of County governments • The law requires for IPOA to devolve to counties 	<ul style="list-style-type: none"> • IPOA will develop a plan for decentralizing access to its services by public and police at the Counties. • Taking into account resources' limitations, the Authority will explore many options such as setting up County-cluster offices, Integrated Public Complaints Mechanism (IPCM) for referral of complaints, and explore modalities of installing toll free lines; • Forging partnerships with other agencies particularly civil society and faith-based organizations and using county complaints offices at county headquarters
<ul style="list-style-type: none"> • Continuous ethical practice in accordance with Chapter 6 of the Constitution 	<ul style="list-style-type: none"> • IPOA will ensure that every Board member, Staff, consultants, suppliers and other partners meet and abide by the requirements of Chapter 6 of the Constitution, 2010. • There will be zero-tolerance to any corruption or inappropriate practices within the authority.
<p>Economic</p>	<p>Strategic Implications for IPOA</p>
<ul style="list-style-type: none"> • Goodwill from international community and regional partners; • Financial support by international bodies/partners 	<ul style="list-style-type: none"> • IPOA will be partnering with regional and international bodies in skills and technology transfer • IPOA will accept financial and technical assistance from development partners for well-planned and targeted interventions in capacity development.
<ul style="list-style-type: none"> • Reduced external support due to global economic decline and aid fatigue 	<ul style="list-style-type: none"> • IPOA will ensure that it receives external assistance only for thoughtful interventions and monitor the achievement of stated results on continuous basis. • IPOA's principle is always to get "value for money".

<ul style="list-style-type: none"> • Goodwill from Parliamentary Committees: (Administration and National Security and Budget and Appropriations) to ensure IPOA has sufficient annual budgetary allocations; • Cooperation with other government agencies , such as the Salaries and Remuneration Commission (SRC), which may impact on IPOA's operations; • Good relationship with the media 	<ul style="list-style-type: none"> • Maintain and strengthen relationship with the National Assembly. • Focus on achieving the stated results, document successes and disseminate them to all stakeholders. • Use the media for visibility and to enhance public image • Manage stakeholders relationships and partnerships with government agencies
<ul style="list-style-type: none"> • Persistent poverty and inequality particularly in marginalized regions of Kenya where human rights violations may be high 	<ul style="list-style-type: none"> • Lobbying with County leadership (aiming at increased budgetary support at County levels) • Strengthen partnerships with civil society and faith-based organizations that are conveniently able to reach poor communities at the grassroots.
<p>Social</p>	<p>Strategic Implications for IPOA</p>
<ul style="list-style-type: none"> • Support from international human right bodies and civil society support 	<ul style="list-style-type: none"> • IPOA can benchmark and exchange 'good practices'
<ul style="list-style-type: none"> • Culture within Kenya is laced with impunity - hence the need for a paradigm shift through change process/ awareness 	<ul style="list-style-type: none"> • Influence NPS through concise and practical recommendations • Lobby for strengthened curriculum for police training on behavioral changes
<ul style="list-style-type: none"> • Existence of transitional justice mechanisms and Alternative Dispute Resolutions (ADR). 	<ul style="list-style-type: none"> • Strengthen partnerships and networks with organizations dealing with transitional justice and ADR for joint planning and review.
<ul style="list-style-type: none"> • Community mistrust of police 	<ul style="list-style-type: none"> • Demystify mind-set of local community on how they relate with NPS through civic education • Create open communication channels via talk shows through local radio networks

<ul style="list-style-type: none"> Negative ethnicity and polarization 	<ul style="list-style-type: none"> Ensure that constitutional provisions on recruitment into NPS are strictly followed to reflect the broader ethnic and gender diversity.
<p>Technological</p> <ul style="list-style-type: none"> Availability of technology (software and hardware); ICT is also a priority focus for Kenya government; Mobile and Internet technology is available in most urban and some rural areas 	<p>Strategic Implications for IPOA</p> <ul style="list-style-type: none"> IPOA believes that ICT is the basis for high quality, effective and efficient service delivery. All the operational systems once tested manually will be automated. ICT will be the foundation on which IPOA will build its professionalism and achieve desired outcomes and outputs.
<ul style="list-style-type: none"> Community radio and other media 	<ul style="list-style-type: none"> IPOA will use media at the local, national and regional levels to explain its mandate and services.
<ul style="list-style-type: none"> Technology not always gender-friendly or disability-friendly and accessible Technology still not available with many marginalized groups. 	<ul style="list-style-type: none"> Encourage and coordinate special interventions to increase the capacity of women and the disabled in the use of technology Develop and manage partnerships and networks with community and Faith-Based Organizations (FBOs) to reach the marginalized and underprivileged groups.

2.3.2 Analysis of Strengths and Opportunities and Strategic Implications

Table 2.2: Strengths, Opportunities and Strategic Implications

Strength/ Opportunity	Strategic Implication
<ul style="list-style-type: none"> Robust legal framework for IPOA's mandate, including independence 	<ul style="list-style-type: none"> Use the legal mandate to achieve the targeted results.
<ul style="list-style-type: none"> Existence of work plans and planning culture within IPOA 	<ul style="list-style-type: none"> Implement a performance management system for all organisational units and individual employees based on the strategic and operational plans.

<ul style="list-style-type: none"> • Policies and systems being developed 	<ul style="list-style-type: none"> • Finalise and implement operational policies and systems during 2014/15 Operational Year.
<ul style="list-style-type: none"> • Fairly a new institution • Currently, visibility is low 	<ul style="list-style-type: none"> • Being a fairly new institution, IPOA is starting on a clean slate. • Come up with an outreach strategy and engage stakeholders to enhance its visibility.
<ul style="list-style-type: none"> • Strategic leadership from the Board 	<ul style="list-style-type: none"> • Board and the Chair have a strategic vision for the institution and the drive to realise it.
<ul style="list-style-type: none"> • Goodwill from most stakeholders (Kenyans, development partners, civil society, private sector) 	<ul style="list-style-type: none"> • Use this goodwill to form strategic alliances and mobilise additional resources.
<ul style="list-style-type: none"> • Open organisational culture with emphasis on performance, results, mutual respect, drive, open communication and trust. • Decision making processes that are consultative and participative. 	<ul style="list-style-type: none"> • Nurture an open organisational culture to become a model organisation in the region. • Invest in team-building and continuous learning and development.



Part of IPOA management during the four-day Strategic Plan working retreat

- | | |
|--|---|
| <ul style="list-style-type: none"> • Adequate capacity and commitment from staff and the Board. • Board Members have professional calibre and are very committed to IPOA. • The members are also very diverse in their skills and highly qualified. • Management positions are occupied by very qualified and competent staff. • Board members, committees and Staff all operate with the IPOA mandate in mind. • The workforce is newly formed, young, with a mixed set of skills and highly qualified. | <ul style="list-style-type: none"> • Develop and implement 'good practices' human resources management policies. • Acquire and retain talented people. • Nurture excellent performance, talent and give full support to Board members and staff. • Encourage and reward creativity, hard-work and innovation. |
|--|---|

2.3.3 Stakeholders Analysis

In undertaking this process, IPOA was very cognizant that it has many stakeholders in the private, public and voluntary sectors at the local, county, national, regional and international levels. While the Authority plans to maintain relationships with all stakeholders, the Authority is in particular interested in two categories of partners:

- a) Organizations and individuals that have high influence in terms of IPOA's success and are also very interested to collaborate with the Authority; and
- b) Organizations and individuals that have high influence in terms of IPOA's success but have shown little interest in collaboration with the Authority.

For the first category of stakeholders, IPOA will strengthen and institutionalize the partnership; the Authority will always seek to harvest the existing goodwill and match the same with tangible results. For the second group, with little interest and motivation to work with IPOA, the Authority will first examine the reason for this lack of interest and come up with appropriate strategies to create and strengthen the motivation.

The reasons for lack of interest may be diverse as the stakeholders, for instance, may not be fully aware of IPOA's mandate. In such cases, the Authority will provide knowledge and awareness.

In other cases, these institutions may mistrust and/or consider IPOA as just another public institution. In such a case, the Authority will continuously correct the misconception through professional and objective undertakings aimed at cultivating public trust and confidence.

The ultimate beneficiaries of IPOA are Kenyans, victims and survivors of Police actions and the general population that will be well served by the National Police Service. The Authority works directly with the citizens when it receives their complaints and subsequently conducts investigations. Key stakeholders, such as the NPS and the NPSC will benefit from the Authority's mandate on policing, especially investigating incidences of misconduct, and providing invaluable, credible and practical recommendations for their implementation.

Under the current legislation, IPOA is mandated to hold the police to account under Article 244 of the Constitution as well as Sections 5 & 6 of the IPOA Act, and various provisions of the NPS Act and the NPSC Act. Partnership arrangements will be put into place in order to ensure that there is an increased understanding amongst public institutions, and especially the three institutions. Dialogue amongst public bodies needs to be of very high quality. In particular, effective communication amongst 'the triad' (IPOA, NPS and NPSC) will be vital for the Authority to carry out its mandate and functions.

Further, there are various stakeholders, especially within the Civil Society Organizations (CSOs) and the private sector, which have an interest in security and professional policing that can provide assistance when it comes to establishment and sustenance of police oversight. This is why they need to be engaged in police oversight, as seen in various jurisdictions across the world, for the notion to become a reality.

Table 2.3: Stakeholders’ Analysis

Stake	Organisations	Proposed Strategies and Responsibilities
High interest and high influence	<ul style="list-style-type: none"> • Development partners (UK, US, Sweden, UNODC, APCOF) • Police Reforms Working Group - PRWG (CSOs, such as IMLU, KHRC, ICJ-Kenya) • Usalama (Safety) Forum • Kenya’s private sector (Kenya Private Sector Alliance (KEPSA) and Kenya Association of Manufacturers (KAM)) • Mainstream media (print and electronic plus community radios) • Social media (important and growing) 	<ul style="list-style-type: none"> • Continue working closely with these organisations. • Develop in consultation with each organisation engagement strategy that will be implemented and monitored. <p>Such engagement will be the responsibility of the Board and the Chief Executive Officer (CEO).</p>
	<ul style="list-style-type: none"> • NPSC (Commissioners and staff) • NPS, (especially Office of the Inspector General, Internal Affairs Unit, County Commanders) • National Intelligence Service (NIS) has indirect but significant influence, including the Office of the Director General and Complaints Board • Office of the Director of Public Prosecution (ODPP) • Ministry of Interior and Coordination of National Government • National Assembly - House Departmental Committees on Administration & National Security and the Budget and Appropriations 	<ul style="list-style-type: none"> • These are the most significant stakeholders. • The achievement of targeted outcomes is to a significant extent with these organisations. • IPOA will however develop, implement and monitor engagement strategies that produce results. • The Authority will therefore assess its success to the extent by which it can influence both the NPSC and NPS. <p>The responsibility for engagement with these State organs will lie within the Board and CEO.</p>
	<ul style="list-style-type: none"> • Witness Protection Agency (WPA) • Ethics and Anti-Corruption Commission (EACC) • Kenya National Commission on Human Rights (KNCHR) • Office of the Attorney General and Department of Justice • Judiciary • National Gender and Equality Commission (NGEC) • Commission for the Administration of Justice (CAJ) 	<ul style="list-style-type: none"> • Continue working closely with these organisations. • Develop, in consultation with each organisation, an engagement strategy that will be implemented, evaluated and monitored. <p>The responsibility for such engagement will lie with the Board and CEO</p>

Stake	Organisations	Proposed Strategies and Responsibilities
<p>High influence but moderate or low interest</p>	<ul style="list-style-type: none"> • Kenya Medical Association (KMA) • Medical Practitioners and Dentists Board (especially, pathologists) • Faith based organizations (Supkem, NCKK, Kenya Conference of Catholic Bishops, Hindu) • Special interest groups (children and persons with disabilities, through ANPPCAN, CRADLE and the National Council for PLWD, respectively) • FIDA and other organisations dealing with Sexual and Gender-based Violence (SGBV) and women’s rights • United Nations organizations such as UNICEF, UN Women, UNDP • Amnesty International and other international human rights NGOs such as Human Rights Watch, OMCT (both international and regional offices) • African Union (AU), African Commission on Human And Peoples Rights (ACPHR) • EAC relevant bodies e.g. committee against torture and corruption <p>UN special Rapporteurs mechanisms: against xenophobia and racism, arbitrary and summary executions and other freedoms</p>	<ul style="list-style-type: none"> • Initiate contacts with these organisations. • Develop in consultation with each organisation engagement strategy that will be implemented and monitored. <p>The responsibility for such engagement will lie with the Board and CEO.</p>
	<ul style="list-style-type: none"> • National Treasury • Controller of Budget • Kenya National Audit Office (KENAO) • National Assembly - Budget and Appropriations Committee • Ministry of Devolution and Planning • Salaries and Remuneration Commission (SRC) • Public Procurement Oversight Authority (PPOA) • County governments (County Policing Authorities - CPAs, Community Policing Committees- CPCs and also Governors) • Office of the National Coroner’s Service 	<ul style="list-style-type: none"> • Continue working closely with those organisations. • Develop, in consultation with each organisation, an engagement strategy that will be implemented and monitored. <p>The responsibility for such engagement will lie with the Board and CEO</p>

2.4 SECTION 3: STRATEGIC DIRECTION

After a series of deliberations, the Authority agreed that the Strategic Direction shall be towards, and defined by, the following pillars:

2.4.1 Vision

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

2.4.2 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.

2.4.3 Motto

Guarding public interest in policing.

2.4.4 Core Values

1. Transparency and Accountability
2. Integrity
3. Independence and Impartiality
4. Respect for Diversity
5. Compassion

2.4.5 Transparency and Accountability

Being an oversight body, it is an expectation by the Kenyan public and all stakeholders that the Authority's activities will be open. The Authority is expected to be responsible for all its actions while executing its mandate. This means that IPOA must be easy to understand, be open to all, frank and honest in all communications, transactions and operations. Additionally, the Authority must remain responsible for actions taken and be able to explain, clarify and justify its actions.

2.4.6 Integrity

Without holding ourselves to the highest standards of integrity it is impossible for us to ensure the integrity of the National Police Service (NPS). This is why we must maintain honest practices when carrying out our mandate at all times. We must maintain good character, principles, morals, decency, sincerity and truthfulness in an effort to ensure that the same is being upheld by the police.

2.4.7 Impartiality

We are an independent body, and must be seen that we are free from outside or external influence and interference when it comes to the implementation of our mandate. When carrying out our mandate we must also ensure it is carried out with complete and utter fairness. Therefore, we should never be biased or prejudiced, but instead be fair and just.

2.4.8 Respect for Diversity

We shall integrate respect for diversity into all aspects of the Authority's operations. We believe that every citizen and community, particularly those that were historically disadvantaged, will have equal opportunities and protection as per the Constitution of Kenya, 2010 in relation to

the rights of all persons in Kenya. We shall also ensure that staff members and our suppliers of goods and services reflect the Kenyan diversity in terms of gender, ethnicity, age, religion and that Special Interest Groups (SIG) such as Persons Living with Disabilities (PLWD) are included and given a fair opportunity.

2.4.9 Compassion

In our operations, we shall deal with victims and survivors of excessive force and brutality. Further, we shall deal with police officers who have been treated very unfairly by the system. As such, we are expected to demonstrate a great capacity for compassion while communicating and interacting with our clientele and hence have empathy.

2.5 STRATEGIC OPPORTUNITIES

During the four-year planning period, IPOA will focus on the following identified strategic issues:

- 1) Develop and implement a Performance Management System (PMS), including policies and systems to support talent development, merit-based promotions, and also how to the results-based system guides our actions.
- 2) Mobilize financial resources: while the funding for the core activities will come from the National Treasury, IPOA will look for funding and technical assistance for specified interventions such as capacity strengthening, awareness creation and systems development from development partners.
- 3) Work towards gaining the trust and support of Kenyan public and key partners: Kenyans are normally apprehensive with a new, especially because of the tax burden, but also, due to lack of performance by some public institutions.
- 4) Operate and navigate through an uncertain and challenging security environment, which is tainted with impunity, unmet expectations by Kenyans towards the security agencies. There have also been inconsistencies in the security sector during terror threats and various forms of crime.
- 5) Attract, hire and retain high caliber staff with the right qualifications, experiences, skills and talent to enable the Plan, and the wide mandate of the Authority, to be fully implemented. The Authority will continue to apply initiatives that will motivate staff, enhancing individual performance and productivity.

2.6 STRATEGIC OUTCOMES

During the strategic planning period, the Authority wishes to achieve the following outcomes:

- 1) Compliance by police to human rights standards;
- 2) Restored public confidence and trust in police;
- 3) Improved detention facilities and police premises;

- 4) A functional Internal Affairs Unit (IAU); and
- 5) A model institution on policing oversight in Africa.

Each of the above outcomes has several outputs which are enumerated in Appendix A, which also outlines indicators, means of verification and assumptions.

2.6.1 Outcome 1: Compliance by police to human rights standards

The Constitution of Kenya (2010) has provided for, and guaranteed, elaborate protection and observance of fundamental freedoms and human rights that the police are expected to comply with. As stated in this Plan, IPOA was established to give effect to these constitutional provisions by promoting police accountability and oversight in handling of complaints as well as the promotion of professionalism and discipline within the police service.

2.6.2 Outcome 2: Restored public confidence and trust in police

Public confidence in the police has historically been low among most Kenyans. According to the perception of many Kenyans the police do not serve all Kenyans, but only small elite that have power and wealth. They have also historically been perceived as corrupt and as a force rather than a service.

Adequate and effective investigations of complaints on police actions, by IPOA or even IAU, is key to restoration of trust and confidence in the police as a service that can protect citizen rights as enshrined in the Constitution.

Public confidence and trust in the police is an outcome of police professionalism, which in turn is supported by community policing approaches, which are used by modern, professional police services. With community policing, police, community members and community agencies work together on issues of concern to the community. This is also a great opportunity for women in communities since it gives them a voice and they are often actively involved in police-community initiatives.

Professionalism and community policing are key to public confidence in the police and converting the police from a force to a service. IPOA has a responsibility in its Act for enhancing professionalism in the service. This outcome could be considered as an impact of IPOA's activities.

2.6.3 Outcome 3: Improved detention facilities and police premises

The Constitution of Kenya (2010) has clearly spelt out the rights of arrested and detained persons. Certain fundamental rights and standards must be extended to those detained and places of detention must conform to the constitutional standards. IPOA seeks to contribute to the realization of these standards as well as police accountability and professionalism by regular inspections of detention facilities and police premises.

2.6.4 Outcome 4: A functional IAU

Proper and effective conduct of investigations on complaints by the police themselves on police misconduct is central to the restoration of public confidence in the police as well inculcating

professionalism in the service. An effective and efficient IAU within the police is key to this, and IPOA will support its establishment and operationalization and monitor its operations. A functional IAU will also allow the Authority to focus on its other mandated functions, and hence not to be overwhelmed dealing with numerous complaints by the public and the police.

2.6.5 Outcome 5: A model institution on policing oversight in Africa

IPOA seeks to emerge as a model institution on policing oversight in Africa by setting high and sustained standards of professionalism, integrity and accountability in its work. This outcome will influence, or stem from, the achievement of above four outcomes. A model and credible policing oversight authority is likely to have a significant influence, or domino effect as it were, on the behavioral changes amongst the NPS, terms and conditions of police, changes in the detention facilities, capacity of the NPS and NPSC to deal with complaints and increasing public trust and confidence in the police.

2.7 STRATEGIES

2.7.1 Mandated Functions

As per the IPOA Act, the above outcomes will be achieved from the day-to-day functions that the Authority is tasked to deliver on. These are:

- a) Investigate any complaints related to disciplinary or criminal offenses committed by any member of the NPS, 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 shall make public the response received to these recommendations;
- b) Receive and investigate complaints by members of the NPS;
- c) Monitor and investigate policing operations affecting members of the public;
- d) Monitor, review and audit investigations and actions taken by the IAU of the NPS in response to complaints against the police and keep a record of all such complaints regardless of where they have been first reported and what action has been taken;
- e) Conduct inspections of police premises, including detention facilities under the control of the NPS;
- f) Co-operate with other institutions on issues of police oversight, including other State organs in relation to services offered by them;
- g) Review the patterns of police misconduct and the functioning of the internal disciplinary process;
- h) Present any information it deems appropriate to an inquest conducted by a court of law;
- i) Take all reasonable steps to facilitate access to the Authority's services for the public;

- j) Subject to the Constitution and the laws related to freedom of information, publish findings of its investigations, monitoring, reviews and audits as it sees fit, including by means of the electronic or printed media;
- k) Make recommendations to the Service or any State organ;
- l) Report on all its functions under this Act or any written law; and
- m) Perform such other functions as may be necessary for promoting the objectives for which the Authority is established.

2.8 PROGRAMME STRATEGY

It is clearly evident, from the foregoing, that IPOA's mandate is very wide. Most of the Authority's work will be derived from, or lead to, for all above functions. The Programme Strategy will include:

- 1) **Development and Documentation of IPOA Standards:** The standards will be developed for various mandate areas such as investigations, inspections, monitoring and complaints-handling among others. The standards will then be disseminated and strictly adhered to by the Board and staff so as to ensure Authority's professional capacity to hold police to account.
- 2) **Investing in Continuous Learning:** The Authority's constitutive Act has obligated the Board to ensure that all employees are adequately trained to carry out the above functions, and particularly so in human rights and fundamental freedoms. Therefore, this Strategic Plan clearly is aimed at improving and strengthening Board and staff capacity.
- 3) **Developing and Enforcing Recommendations:** Most of the Authority's powers lie in making and disseminating practical and constructive recommendations to the various stakeholders such as the NPS, NPSC, and other State organs, to help improve policing standards in the country. The Authority will invest not just in making these recommendations, but also making conducting appropriate follow up, which as per the Act, IPOA may apply to courts of law for enforcement of any of its recommendations.
- 4) **Focused and Systematic Partnership:** The IPOA Act provides that the Authority shall cooperate with other institutions on issues of police oversight, including State organs. Therefore, the Authority shall seek partnerships with other State and non-State to not only assist IPOA to deliver on its mandate, but also to ensure cross-learning, accountability, and also raising the professional standards of policing in Kenya.
- 5) **Participatory Research:** The Authority will dedicate sufficient resources in research to determine policing priorities, standards and directions in Kenya. IPOA will use both the research findings and recommendations to enhance the performance and contribution to the overall policing initiatives.

2.9 STRATEGIES TO ACHIEVE OUTPUTS

In order to achieve the above targeted outcomes, IPOA will make the following strategic choices:

2.9.1 Organization Development Strategy

The Authority will strive to have a highly qualified, experienced and motivated employees, who will ensure that IPOA is able to carry out its mandate in a professional manner. In order to maintain a highly motivated staff compliment, the following initiatives will be undertaken:

- a) Develop and implement a human resource management policy and procedures that will search for talent, attract and retain qualified staff and focus on performance and staff development through appropriate training.
- b) Implement 'good practices' career management system that will fully recognize employees' technical and managerial competencies, and skills.
- c) Improve promotional opportunities both vertically and horizontally.
- d) Establish and implement a staff welfare policy.
- e) Establish a motivation and retention strategy.
- f) Foster multi-skilling rotational approach to staff development.
- g) Foster respect for diversity in the workplace

The efficiency and productivity of the organization can further be increased through institutional capacity building. During this Strategic Plan, IPOA will:

- a) Revise the organogram to align it with the mandate;
- b) Revise job description and job titles;
- c) Adopt a management and individual training development scheme;
- d) Embrace safe and secure technology and training Staff on its use;
- e) Develop and implement a security framework for all stakeholders;
- f) Develop leaders from across the gender, ethnic, among other diversities; and finally,
- g) Develop and apply 'good practices' in human rights, gender equality and inclusion of SIG.

2.9.2 Performance Management Strategy

IPOA's performance management system will not just about annual reviews, but a critical tool for implementing the Strategic Plan. During times of scarce resources and heightened awareness on the need for Kenyans to get value for money, the Authority will ensure high performance and optimal utilization of available resources to achieve targeted results (outcomes and outputs) in terms of quantity and quality. IPOA will, therefore, develop and implement a result-based

performance management system during the first Operational Plan, 2014/15.

2.9.3 ICT Strategy

IPOA will, during the four-year strategic planning period, fully implement its ICT Strategy. The Authority will automate all its operational processes ranging from investigations of all deaths and serious injuries caused by a police officer on duty or as a result of police action, to the receipt and investigation of complaints from both members of the public as well as from police officers, investigations of misconduct and recommendations for disciplinary action or prosecution, monitoring of police operations that affect the public to inspection of police premises and detention facilities.

IPOA's vision for entrenching the use of a modern ICT platform in achieving its mandate will be premised on the following pillars:

- a) Online systems of receiving/collecting complaints data via website, email, social media, mobile phones, and letters. All complaints will tracked and followed up, with the initiation of a possible investigation, and the creation of cases and resulting case folders, allowing for full audit trail of action progress on each case folder item, along with backup and archiving functions.
- b) Online systems allowing for electronic workflows that will capture each step of the mandated processes, from the collection of the complainants' data through various recording modalities, to the escalation of the cases to the investigation and prosecution stages, as relevant to each case.
- c) Online systems integrated with comprehensive analysis and reporting tools with the ability to analyse statistical trends and collate data for general public information and performance reports submissions.
- d) Online systems allowing for the case folder to be securely submitted to the ODPP for further action.
- e) Secure ICT hardware infrastructure capable of independently hosting all IPOA systems.
- f) Comprehensive business continuity and disaster recovery environments capable of ensuring data integrity, confidentiality and security.
- g) Distributed ICT infrastructure providing support to a number of County-cluster offices throughout Kenya with the possibility to quickly and cost-effectively deploy new Authority offices in counties to support permanent physical IPOA presence, as and when required.
- h) Continuously enhanced ICT capacity and long-term sustainability of all IPOA online systems and related infrastructure.
- i) Effective ICT trainings, e-learning, twinning and continuous attention to nurture and develop a strong ICT culture throughout the organization work force.

2.9.4 Resource Mobilization Strategy

Both financial and human resources are key for IPOA to execute its mandate and functions, and indeed implement the 4-year Strategic Plan. This is why it is so critical to identify the necessary sources of funding, engage the relevant government agencies and ensure that available resources are utilized effectively and efficiently. Strategies identified in mapping out sources of funding are: a) developing an ethical fundraising policy; and b) developing priorities for IPOA funding.

By engaging the National Treasury and Parliament, the Authority will look forward to getting additional funding that will be of great help towards achieving its objectives, and realization of the Strategic Plan. Strategies to be employed will aim at securing more funding through regular discussions with National Assembly Departmental Committees on Administration National Security and that of Budget and Appropriations. Further, within the executive arm of government, IPOA will continuously engage the National Treasury and the Ministry of Interior and Coordination of National Government for continued support and cooperation.

The Authority, shall ensure that the resources are utilized in an effective and efficient way not only increasing donor and public trust, but ensuring that all funds received are used towards objectives aligned with the mandate. To this end, the following will be undertaken:

- a) Developing and implementation of a financial policy manual;
- b) Conducting regular audits to ensure compliance with stewardship; and
- c) Monitoring and evaluating departmental budgets and adjusting plans accordingly towards priority areas.

2.9.5 Stakeholder Engagement Strategy

Kenyans' interest in police reforms and the implementation of the Constitution has been very high. Their expectations of the new constitution were equally high and hence an overwhelming support during the referendum. It is, however, challenging to ensure that this interest continues to be upheld by all key stakeholders. This requires IPOA to undertake the following:

- a) Develop and implement a communication strategy so that information provided to, and received from, all stakeholders is comprehensive, relevant, accurate, appropriate, timely, and disseminated quickly.
- b) Develop and manage a data-base for existing and potential partners at the county, national, regional and international levels.
- c) Provide technical assistance to stakeholders such as local communities and faith-based organizations in setting up and managing public participation and mutual accountability structures such as annual joint reviews, publishing progress reports, regular briefing of important stakeholders, providing avenues for receiving and handling complaints.
- d) Benchmark with 'good practices' where County Policing Authorities (CPAs) and Community Policing Committees (CPCs) are being set up or operating optimally. IPOA

- will endeavor to document and share the success stories for replication in other areas.
- e) Increase the capacity of IPOA to engage with all key stakeholders.
- f) Encourage and facilitate quiet diplomacy and joint meetings on important issues.
- g) Develop and implement a media strategy as part of reaching out to members of the public and also the police, as well as increasing public visibility across the country.
- h) Create a mechanism (that includes a feedback system) for ensuring a smooth flow and processing of information coming from stakeholders.
- i) Establish a call center (hot line and toll free numbers).

Further, IPOA will continuously map its stakeholders, do a SWOT analysis of the same, clearly assessing the roles and responsibilities and finally, sign appropriate Memoranda of Understanding (MOUs) or cooperation agreements with relevant stakeholders, as the case may be.

After stakeholders have been identified, assessed and ranked there will be need to initiate and establish strategic alliances with agencies that will assist the Authority in accomplishing its mandate and strategic objectives. This will be accomplished through regular stakeholder meetings; joint policy development forums; peer review programs; county outreach programs; and definitely, invitations to IPOA events.

The two IPOA's crucial stakeholders are the NPS and NPSC. The Board will ensure that the Authority initiates the development or review of communication protocols and mechanisms so that the role of each partner in such engagement is clearly defined. Within NPS, IPOA will also develop clear engagement modalities and procedures with the IAU.

2.9.6 Communication Strategy

During the strategic planning period, IPOA will finalize and implement the communication strategy. This will include:

- a) **Generation of IPOA brand identity:**
 - Undertake a health brand survey
 - Organize public open day forum / forums
 - Undertake above & below the line outreach activities
 - Corporate logos
 - Circulate Service Charter
 - Develop simplified version of IPOA communication materials
- b) **Develop a dynamic media relationship with IPOA:**
 - Service level agreement with media firms

- Media monitoring & reporting
 - Media & customer care training to staff
 - Ensure budget allocation is in place
- c) Create and enhance awareness of IPOA's existence to the wider public:
- Target key groups for communication, such as women, PLWD and other SIG, CSOs, students, farmers, and small business entrepreneurs,
 - Develop key IPOA messages for communication
 - Organize open day events in Counties including road clinics on handling complaints
 - Corporate Social Responsibility (CSR) activities
 - Human Rights initiative participation
- d) Monitor and review IPOA communication and brand strategy:
- Develop audit and research tools
 - Survey to assess performance
 - Follow up on recommendations

2.9.7 Mainstreaming Human Rights, Diversity and Ethical Behavior

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. The capacity of IPOA's entire staff on human rights will be strengthened through training. The Authority will ensure that the protocols for its complaints, investigations, inspections, security, and human resources reflect human rights standards. Human rights mainstreaming considerations in this Strategic Plan will be incorporated in the handling of complaints, in the inspection of police and detention facilities and in the performance evaluation of staff.

IPOA will also be sensitive to needs of SIGs such as people with disabilities, juveniles and children, minorities and people living with HIV/AIDS. Indicators for the attention of IPOA for human rights, diversity will be at both outcome and output levels. Diversity of all groups (citizens and communities from various manifestations be they ethnic, religion, social status, political persuasion or conscience) and exercising high levels of integrity remain a focus for IPOA. The provisions of the Constitution are the main tenets guiding the Authority's work; as clearly demonstrated by IPOA's values.

2.9.8 Mainstreaming Gender

The Strategic Plan applies equally to men and women. However, IPOA will be particularly sensitive to the needs and aspirations of women (both internally and with stakeholders such as the NPS and members of the public) in delivering outputs and achieving outcomes. The

Authority's templates on complaints, monitoring, inspections and investigation will include criteria to assess police practices in responding to female victims and providing services such as gender desks at the police stations and involvement of women in the community. The Authority will also examine police training curricula for gender content, the information police receive on gender matters and the information that they provide to the public.

IPOA will further monitor how women are treated in police detention facilities, keep gender disaggregated statistics for planning, monitoring and evaluation purposes, and work closely with the IAU to improve NPS observance to gender mainstreaming. In striving to become a model oversight institution, IPOA will create a robust internal system of gender mainstreaming that is monitored and regularly evaluated. Actions of all units within IPOA will appreciate the aspects of this Strategic Plan, so that gender mainstreaming is done throughout all IPOA activities from planning and budgeting to staff acquisition, capacity development, and career advancement.

2.10 SECTION 4: IMPLEMENTATION FOCUS

2.10.1 Critical Success Factors

For successful implementation of the Plan, IPOA will focus on the following crucial challenges:

1. **Performance Management:** Introduce a results-based framework, which will include regular assessment of performance at all levels, for all departments including the Board, and for every position within the organizational structure. In order to make a significant contribution to the transformed professional NPS, IPOA will strive for the highest standards in complaints handling, investigations, monitoring and reporting. IPOA will develop research proposals and recommendations for policy and practice change, upholding and defending the rule of law, and utilize the legal mandate through persuasion and dialogue to address and reform the criminal justice system. Indicators of performance will therefore be both quantitative and qualitative, assess the results and the process and look at the four perspective of performance evaluation: internal effectiveness and efficiency, value for money, people and customer orientation.
2. **Strategic Leadership.** IPOA's Board and management will continuously scan the external environment and develop and implement strategic interventions that can make a difference in achieving targeted results. The Authority's leadership will continue to be based on consensus and shared decision making. IPOA will fully embrace ethical governance standards with high levels of professionalism, practice of stewardship and upholding its core values. Leadership strengthening and development will be conducted at all levels.
3. **Strategic Partnerships.** The Authority will pay attention to establishing and sustaining crucial partnerships. In most cases, IPOA can only influence desired outcomes. Its main focus will be on influencing the two key institutions: the NPS and the NPSC. The Authority's strategic partnerships with other State organs, County governments, CSOs, FBOs and the private sector will be essential. During this Strategic Plan, IPOA will sign MoUs and cooperation agreements with key stakeholders, partner in the creation of awareness among the public

and police, and work with these partners to improve the public's access to IPOA's services.

4. **Increased Awareness.** Delivery of quality service is dependent upon a positive public perception of IPOA. If people develop trust and confidence in IPOA, they will use its services. The challenge of favorable public image of IPOA has a direct effect on the achievement of its Vision and Mission. The Authority will conduct periodic independent surveys to assess its performance, as perceived by the public and other partners or stakeholders. The Authority will also improve external communication with the public and other stakeholders.
5. **Adequate Resources:** This will be mainly from the National Treasury, in line with National Assembly Committees' recommendations, where both the executive and legislative arms of government need to allocate IPOA adequate resources to fulfill the mandate for which the Authority was established. Further, other sources through development partners, guided by the development and implementation of ethical resource mobilization strategy, would also be an avenue for seeking additional funding, either in technical support, capacity building or even monetary grants.

2.10.2 Assumptions, Risks and Mitigation

After a thorough analysis of the strategic choices and strategies above, IPOA did a risk analysis; the risks that the Authority faces, now and in the future, in achieving what is set out in this Strategic Plan; ways of preventing exposure; and finally, how to mitigate those risks. Table 4.1 summarizes major risks facing the Authority, suggestions for prevention and remedial actions.

Table 4.1: Risk Analysis

Risk and Its Importance	Preventive Measures	Mitigating Measures
<p>Inadequate funding: High - Funding is critical for IPOA to carry out its mandate</p>	<ul style="list-style-type: none"> • Ensure excellent financial planning • Develop and implement resource mobilisation strategy • Proposals for funding to or from development partners • A sustained financing strategy with the National Treasury and the relevant parliamentary committees 	<ul style="list-style-type: none"> • Prioritise projects that are most critical • Rationalise expenditure - allocating resources to priority areas with high impact • Develop and implement diverse sources of funding • Perform at high levels as to be able to attract funding
<p>Security threats to Board and staff: High - taking into account the Authority's mandate</p>	<ul style="list-style-type: none"> • Adopt and operationalise the security policy and security manual • Carry out thorough risks' assessments for Board and staff • Regular training of staff on security matters • Establish a security committee to regularly review the security situation and give feedback to the Board and staff 	<ul style="list-style-type: none"> • Establish Hotline for Board and staff to call for backup when in distress • Install panic buttons within the office • Use the provision of the Act to ensure personal safety and security • Deal with the security situations as they arise using existing mechanisms and resources
<p>Information security threats or breach of information security: High - since IPOA deals with very sensitive information which would be dangerous if it leaks</p>	<ul style="list-style-type: none"> • Vet staff (before and during employment) • Make staff sign Code of Ethics including confidentiality clause/declaration • Ensure all data is backed up at a secure site • Ensure that both the internet and e-mail servers are hosted within IPOA premises • Ensure a business continuity plan 	<ul style="list-style-type: none"> • Having multiple levels of security • Possibility of establishing off-shore servers • Train staff on handling and storing data and information

Non-cooperation from key stakeholders (NPS, ODPP, relevant Parliamentary Committees): This could be high depending on environmental factors	<ul style="list-style-type: none"> Develop and implement a stakeholders' engagement strategy Develop and implement a communication and outreach strategy 	<ul style="list-style-type: none"> Involve the Board in managing relationships with key stakeholders Sign MOUs with relevant stakeholders
---	--	---

2.10.3 Strategic Alignment

Table 5: Strategic Alignment

Element	Strategic Opportunity	
The Constitution of Kenya 2010, relevant Acts of Parliament, international, regional and national human rights instruments, and other national policies, including Vision 2030 and Jubilee Manifesto	<ul style="list-style-type: none"> The Strategic Plan is aligned to the existing legal, policy, regulatory and administrative environments. 	
IPOA core values: integrity, transparency and accountability, integrity, impartiality, diversity and compassion	<ul style="list-style-type: none"> The core values are shared and translated into policies and practices. There is adequate alignment between stated values and the mode of operations. 	
Results-based Management	<ul style="list-style-type: none"> IPOA will introduce results-based management at all levels within the 2014/15 Operational Plan. 	
Policies, Systems and Practices	<ul style="list-style-type: none"> IPOA's system is fed by subsystems or functional areas. The subsystems are robust but require incremental strengthening over the strategic planning period. The subsystems include: the Board, CEO, and Directors of various directorates Functional areas include: Human Resource; Finance; Procurement; Communication & Outreach; Complaints Management; Inspection & Monitoring; Investigations; Risk & Audit; Procurement; ICT; Legal Services, Administration/transport, and Security 	

<p>Management and Leadership Styles</p>	<ul style="list-style-type: none"> The management style is very consultative. There seems to be a high capacity for modern management and leadership practices within IPOA.
<p>People</p>	<ul style="list-style-type: none"> IPOA has a multi-skilled staff compliment with best skills in the market. Staff members were recruited from civil society, Government's legal fraternity, Police, public and private sectors. Capacity for tools or equipment, office space, facilities such as the forensic Lab, adequacy of necessary equipment, computers, vehicles, and office space will be required as the Authority expands through devolving of its functions in the Counties. Human capital capacity - optimal staffing level. Capacity development through training, workshops, seminars, coaching, mentoring etc.
<p>Organizational culture</p>	<ul style="list-style-type: none"> The organizational culture is fully conducive to the Plan's implementation. Emphasis is, however, placed on teamwork and open communication. Forums for learning are encouraged. Emphasis will on performance and results.

2.11 SECTION 5: TRACKING PROGRESS - MONITORING & EVALUATION

The Monitoring and Evaluation (M&E) system adopts a Results-Based Management (RBM) approach. In this approach, focus is on results and not activities. It emphasizes on what has been achieved rather than what was done.

The system will make a distinction between three sets of operating concepts: distinction between monitoring and evaluation; difference between monitoring change from monitoring process; and monitoring of IPOA's programmes as opposed to monitoring the Authority as an institution.

2.11.1 Distinction between monitoring and evaluation

Monitoring is an ongoing process and will be based on the following thinking: IPOA and partners will develop clear agreements and mechanisms on how monitoring will be done. Monitoring of the Authority's work and programmes, based on qualitative and quantitative agreed on indicators, will be done by a variety of means that include:

- a) Management and coordination meetings;
- b) Progress reports;
- c) Performance review workshops and peer reviews;
- d) Officers through agreed upon monitoring system; and
- e) IPOA's M&E Officer.

Monitoring reports will be provided to show the results that have [or have not] been achieved and will be done monthly and/or quarterly.

Evaluation is rather different from monitoring. Evaluation has two distinctive questions: did we do things right or did we do the right things. The first question is a matter of fact and involves an assessment of performance: given what was set out to be done and of course how well it was done. The second question is broader and more speculative in nature: given what is now known, how might the programme could have been done differently by the Authority?

2.11.2 Process and change monitoring

The M&E system at IPOA will distinguish between monitoring and reporting on process versus results (read, change or outcome). More specifically, it will distinguish between process and change indicators. Process indicators will describe the important processes that contribute to the result or outcome. Where the outcome indicators suggest performance is below par, process indicators can be used diagnostically to explore the reasons and deriving recommendations for improvement of performance.

2.11.3 Monitoring of IPOA Programmes

The system will separate programme monitoring from the monitoring of institutional development. IPOA will closely monitor the achievement of its outputs for its functions of: investigations; inspection and monitoring; and complaints' handling. Simultaneously, the Authority will monitor the effectiveness and efficiency of critical functions such as ICT, communication and outreach, risk and audit, finance, administration, procurement, security and human resource management. It will be imperative to know how IPOA structures are responding to programme challenges. In addition to the critical functions, other areas will also be monitored for compliance and support of important constitutional underpinnings, legal and policy reforms and principles such as human rights, diversity and gender mainstreaming.

2.11.4 Starting with Change

This system is built on the principle of reverse-engineering. This principle is about working with the end in mind. It is about engineering from the end and working backwards from the change objective to the activities. Once the change objective (the 'what') is identified, the 'how' (approach/methodology/activities) of achieving it is then put in place. This is critical because many programmes begin with the activities hoping that they will cumulatively add up to some desired good.

In designing this programme, the question IPOA will ask: 'what do we want to change?' After answering this question, then the Authority moves on to ask: 'how shall we change it?' Once the 'what' and the 'how' are identified, and then the activities/approaches to achieve the outcome are rolled out and subjected to three tests. The three tests that IPOA will use in evaluating the progress will be:

1. The sufficiency test. Are the outputs and activities sufficient to attain the desired outcomes? If not, IPOA will have to identify additional outputs and activities, and resources for those.
2. The relevance test. Are all the outputs and activities relevant? In the situation of scarce and limited resources IPOA cannot afford to be involved in activities that do not significantly contribute to the achievement of outcomes.
3. The bankability test. How bankable are the activities in terms of providing 'value for money' and 'returns on investment'? This test also speaks to the question of efficiency, and in particular, whether resources are being applied to the most deserving cases at the 'best price'.

2.11.5 Methodologies

The Authority will rely on the following methodologies, used for M&E, to measure success of this Strategic Plan, including its mandate. In chronological order, these are:

- a) Develop, disseminate and implement standardized templates for all IPOA's functions;
- b) Monthly directorate reviews of progress achieved and lessons learnt;

- c) Quarterly directorate progress reports with analysis of trends;
- d) Bi-annual directorates' meetings to check progress under the leadership of the M&E Officer at IPOA who with other appropriate staff will ensure that Performance Reports are compiled and disseminated to the National Assembly and other statutory offices;
- e) Regular or periodic monitoring and analyzing relevant external sources of data such as media reports from international human rights organizations, reports from the government and its agencies;
- f) Annual staff survey on job satisfaction, leadership and management performance and work environment; and finally,
- g) Annual review with external facilitator to analyze past performance for re-strategizing and operational planning for the subsequent financial year.

3.1 APPENDIX A: RESULTS-BASED FRAMEWORK

Outcome 1: Compliance by police with human rights standards

Indicators of Outcome:

- Cases of Police misconduct
- Number of Police prosecutions
- Rate of implementation of recommendations made to NPSC and NPS

Outputs	Indicators	Sources of Data and Means of Verification	Risks and Assumptions
Contribution into police training curriculum made and followed up	Number of proposals made	Police curriculum	Inadequate interest by Police
Monitoring of police operations conducted, recommendations made, disseminated and followed up	Number of meetings held with Police on curriculum Investigations, inspection, monitoring and complaints handling that meet IPOA standards and procedures	Minutes of meetings IPOA's progress reports Performance Reports Research studies	Reduced resources for IPOA's operations Police will be receptive to discussion of recommendations
Audits and reviews of IAU conducted and results disseminated	Number of stakeholders reached in dissemination of reports	Operational procedures manuals IPOA standards	IAU constituted as per the law, resourced and staffed
Evidence-based investigation reports with practical recommendations and proposals for policy and practice changes developed, disseminated and followed up	Number of operations monitored	Audit and Review reports Minutes of joint meetings IPOA Annual Reports	Availability of adequate resources
Recommendations for disciplinary actions to NPSC developed, disseminated and followed up	Number of recommendations made, based on evidence from research and submitted to Police		
Recommendations submitted to ODPP for criminal prosecutions and followed up	Number of consultative meetings/discussions		

Outputs	Indicators	Sources of Data and Means of Verification	Risks and Assumptions
<p>Complaints by Police and public analysed, recommendations made and forwarded for relevant actions</p> <p>Investigations into deaths and serious injuries conducted and recommendations made, disseminated and followed up</p> <p>Increased access to IPOA's services</p> <p>Police human rights practices for women, children and other SIG routinely monitored, recommendations provided to the NPS and publicly reported.</p> <p>Human Rights standards for women, children and other SIG developed and disseminated</p>	<p>Number of audits² conducted</p> <p>Number of reports submitted to IAU</p> <p>Number of joint follow up meetings</p> <p>Number of investigations targeting women and SIG</p> <p>Gender, diversity, human rights, ethical behaviour mainstreamed in all IPOA's reports</p>		

Outcome 2: Restored public confidence and trust into Police

Indicators of Outcome:

- Level of public confidence in Police by men, women, members of SIG
- Number of prosecutions opened and concluded
- Number of Police officers disciplined

Outputs	Indicators	Sources of Data and Means of Verification	Risks and Assumptions
Investigations of complaints conducted	Number and quality of complaints handled	Minutes of meetings	Inadequate interest by Police
Public sensitized on the role of the Police	Number and quality of outreach messages	IPOA's progress reports Reports	Reduced resources for IPOA's operations
Initiatives for strengthening IAU's operations developed and shared	Number and quality of initiatives for strengthening IAU	Research studies	Police will be approachable to discussion of recommendations
Recommendations on increasing public trust and confidence developed and shared	Number and quality of follow up	Operational procedures manuals IPOA standards	IAU constituted as per the law, resourced and staffed
Continuous follow up on recommendations conducted	Gender, diversity, human rights, ethical behaviour mainstreamed in all IPOA's reports to the IAU	Audit and Review reports Minutes of joint meetings	
Increased understanding of IPOA's mandate and functions by the public		IPOA Annual Reports	
Police training curriculum and public relations component monitored			
Recommendations on interventions on police culture change monitored			

Outcome 3: Improved detention facilities and Police premises

Indicators of Outcome	Outputs	Indicators	Sources of Data and Means of Verification	Risks and Assumptions
<ul style="list-style-type: none"> Number of detention facilities and Police premises improved Number of detention facilities meeting international standards in terms of gender, children, juvenile Number of Police premises meeting international standards in terms of gender, children, juvenile, people with disabilities 	<p>Inspection reports prepared and disseminated</p> <p>Recommendations on inspections submitted to the NPS and followed up</p> <p>Stakeholders on police oversight engaged</p> <p>Standards on police premises and detention facilities developed and disseminated</p> <p>Inspection tool and policy framework developed and disseminated</p> <p>Recommendation on separate facilities for detention of women and children developed, disseminated and followed up.</p>	<p>Number of proposals made</p> <p>Number of meetings held with Police on detention premises</p> <p>Number of inspection conducted</p> <p>Inspection and monitoring meet IPOA standards and procedures</p> <p>Number of stakeholders reached in dissemination of reports</p> <p>Number of operations monitored</p> <p>Number of recommendations developed based on evidence from research and submitted to Police</p> <p>Number of consultative meetings/discussions</p> <p>Number of joint follow up meetings</p> <p>Gender, diversity, human rights, ethical behaviour mainstreamed in all IPOA's reports</p>	<p>Minutes of meetings</p> <p>IPOA's progress reports</p> <p>Reports</p> <p>Research studies</p> <p>Operational procedures manuals</p> <p>IPOA standards</p> <p>Audit and Review reports</p> <p>Minutes of joint meetings</p> <p>IPOA Annual Reports</p>	<p>Inadequate interest by Police</p> <p>Reduced resources for IPOA's operations</p> <p>Police will be receptive to discussion of recommendations</p> <p>IAU constituted as per the law, resourced and staffed accordingly</p> <p>Availability of adequate resources</p>

Outcome 4: A Functional IAU			
Outputs	Indicators	Sources of Data and Means of Verification	Risks and Assumptions
<p>Indicators for Outcome</p> <ul style="list-style-type: none"> IAU has own premises, adequate budget, adequate staff and other resources Operational autonomy 	<p>Systems, policies, practices, procedures, standards that are considered good practice developed and used</p> <p>Awareness and perception of IPOA by various stakeholders</p> <p>Referral and other mechanisms established and functioning</p> <p>Gender, diversity, human rights, ethical behaviour mainstreamed in all IPOA's activities, systems and practices</p>	<p>Minutes of meetings</p> <p>IPOA's progress reports</p> <p>Reports</p> <p>Research studies</p> <p>Operational procedures manuals</p> <p>IPOA standards</p> <p>Audit and Review reports</p> <p>Minutes of joint meetings</p> <p>IPOA Annual Reports</p>	<p>Inadequate interest by Police</p> <p>Reduced resources for IPOA's operations</p> <p>Police will be accessible to discussion of recommendations</p> <p>IAU constituted as per the law, resourced and staffed in adequate numbers</p> <p>Availability of adequate resources</p>
Outcome 5: A model institution in policing oversight in Africa			
<p>Indicators for Outcome</p> <ul style="list-style-type: none"> National, regional, continental and international recognition International/continental benchmarking Adoption of global practices and standards Full implementation of mandate areas 			

Outputs	Indicators	Sources of Data and Means of Verification	Risks and Assumptions
<p>Functional internal structures for receiving complaints from public and police established and monitored</p> <p>Effective systems to initiate and carry out investigations of complaints established</p> <p>The analysis of the investigations reports and forwarding of recommendations to relevant authorities expedited</p> <p>A mechanism for collaboration between IPOA and IAU established and managed</p> <p>A mechanism for monitoring, auditing and reviewing cases reported to IAU established and managed</p> <p>A follow up mechanisms to review the status of cases with IAU established and managed</p> <p>A collaboration mechanism with other relevant agencies established and managed</p> <p>A robust system for inspection and monitoring of police operations, detention facilities and police premises established and managed</p> <p>International standards benchmarked and good practices adopted</p> <p>IPOA's research system strengthened</p> <p>IPOA's brand strengthened</p>	<p>Existence of manuals, standards, documented procedures</p> <p>Feedback from stakeholders</p> <p>Functional mechanisms for collaboration</p>	<p>Minutes of meetings</p> <p>IPOA's progress reports</p> <p>Reports</p> <p>Research studies</p> <p>Operational procedures manuals</p> <p>IPOA standards</p> <p>Audit and Review reports</p> <p>Minutes of joined meetings</p> <p>IPOA Annual Reports</p> <p>Stakeholders' reports</p>	<p>Inadequate interest by Police</p> <p>Reduced resources for IPOA's operations</p> <p>Police will be open to discussion of recommendations</p> <p>IAU constituted as per the law, resourced and Staffed</p> <p>Availability of adequate resources</p>

3.2 APPENDIX B: SUMMARY OPERATIONAL PLAN

INDEPENDENT POLICING OVERSIGHT AUTHORITY		SUMMARY OPERATIONAL PLAN, FY 2014/2015		TRACKING PROGRESS			
ORGANIZATIONAL UNIT	MAIN ACTIVITIES	OUTPUTS	TIMELINE	Q1	Q2	Q3	Q4
1.0 COMPLAINTS	1.0.1 Develop, document and implement standards and procedures for complaint handling, with emphasis on enhancing complaint handling receipt accessibility to marginalized areas and vulnerable groups	<ul style="list-style-type: none"> Complaints handling forums done Call support Centre established Guidelines for monitoring of complaints developed Profiled report on police attracting most complaints 					
	1.0.2 Receive and process complaints against the police	<ul style="list-style-type: none"> Complaints against the police processed/ screened Preliminary investigation on complaints done Prioritization of cases by Case Intake Committee Complaints handling procedures in place Psychologists in puts adopted in complaints management process 					<ul style="list-style-type: none"> Accessibility of office by complainants Total complaint by year Time taken to finalize a complaint Conviction rate on complaints received Monthly meetings on case review Correspondences on cases received Counselling sessions PTSD profiled on victims & witness Medium through which complaints was lodged Complaints handling forums Functional call support Centre Complaints manuals disseminated Report disseminated
	1.0.3 Engaging partners who handle complaints against the police	<ul style="list-style-type: none"> Identification of partners MOUs developed Structured meetings with key source agencies for complaints held Minutes circulated Client referral for more psychological treatments 					<ul style="list-style-type: none"> Quarterly meetings with ODP, KNCHR, CAJ, NGECC & IAU
	1.0.4 Tracking and management of complaints resolutions	<ul style="list-style-type: none"> Updated data on complaints and files Complaints registry established Integrated Complaints Management System established and functioning 					<ul style="list-style-type: none"> Improved complaints data collection and case management tools Interactive CMS in the public domain

2.0	1.0.5	Equipping & operationalizing IPOA counselling program	<ul style="list-style-type: none"> Counselling room budget approved Purchased counselling room furniture & fittings Client clinical history in place Psychosocial support & Counselling for victims, witnesses & staff provided MOUs with professionals for psychological referral on special cases 	<ul style="list-style-type: none"> Board approval on the budget Number of victims/witnesses counseled per cases received Psychosocial Assessment reports on clients No. of referrals made per cases received Support to complainants, Investigations and legal teams Psychosocial education to staff
2.0	INVESTIGATIONS			
2.0	2.0.1	Ensure and conduct robust investigations which demonstrate independence in the process and findings	<ul style="list-style-type: none"> Investigators trained [Human rights, confidentiality, victimology, trauma management, gender] Investigations concluded in time Regular investigation reviews in place Updated families and complainants who are involved in the investigative process. Consultants mentorship program 	<ul style="list-style-type: none"> No. of investigations concluded by end of year No. of investigations closed per investigator Trainings by APCOF & FBI to investigators 15 day review with team 45 day review with a different team leader, 60 day review with Head of Investigations Complete 50% of investigations within 6 months of commencement
2.0	2.0.2	Responding to all known incidents where Police contact or action has led to death or serious injury.	<ul style="list-style-type: none"> Rapid response policy & system in place Rapid response teams constituted Conflict of interest policy in place Profiled statistics in place 	<ul style="list-style-type: none"> Policies approved by Board Distribution of investigator teams per county Report on gender statistics of staff, victims and witnesses disseminated
2.0	2.0.3	Instituting consistency and clarity in communication and investigations procedures and practice	<ul style="list-style-type: none"> Correspondence templates in place Management of witnesses policy developed Investigation Costing Model developed Database of pre-qualified venues and locations in place for witness statements Models of engage independent experts in place Report on patterns and trends from investigations data developed Proposal to set up IPOA forensic laboratory and exhibit handling store developed. 	<ul style="list-style-type: none"> Standardized investigation tools & reports Witness policy approved Cost comparison per investigation Investigation protocols approved Working relations with pathologists, ballistics experts Proposal presented to Board External partners engagement in funding & capacity building

							<ul style="list-style-type: none"> Proposal presented to the Board MOUs with Counties Engagement with KNHCR, IJM
	2.0.4	Mechanizing measures towards investigation service devolution counties	<ul style="list-style-type: none"> Proposal for IPOA liaison offices located in every County Correspondence with County Governments/ Governors Partnerships established 				
	2.0.5	Undertaking stakeholder engagement in service delivery	<ul style="list-style-type: none"> MOUs with key stakeholders in place Stakeholder engagement strategy in place 				<ul style="list-style-type: none"> MOUs with ODPP, NPS. Engagement strategy approved
3.0	3.0.1	Conducting scheduled and impromptu inspections of police premises including detention facilities under the NPS control	<ul style="list-style-type: none"> Inspection plan & budget in place Inspection completed in police stations/ posts/base AP camps Reports generated and disseminated 				<ul style="list-style-type: none"> 35 inspections undertaken Inspection reports disseminated Photographs archived (housing, detention facilities, police working environment, recreational facilities etc.)
	3.0.2	Conducting inspections of NPS training institutions	<ul style="list-style-type: none"> Objective of the inspection developed Inspection conducted 				<ul style="list-style-type: none"> 3 inspections done Report disseminated
	3.0.3	Conducting follow up inspections	<ul style="list-style-type: none"> Sample of the follow up areas established Follow schedule developed Follow up inspection completed 				<ul style="list-style-type: none"> 10 follow up inspection done Gaps established Reports disseminated
	3.0.4	Monitoring police operations during the by- elections	<ul style="list-style-type: none"> Correspondence with IIBC on planned by-elections in the country By-election observation report generated Special feedback to NPS on security arrangement 				<ul style="list-style-type: none"> Report disseminated to NPS
	3.0.5	Conducting visits to monitor police operations as they execute crowd control and management of riots, demonstration or protests, security operations	<ul style="list-style-type: none"> Brief from the operational commander after the operation obtained Report brief on specific operation 				<ul style="list-style-type: none"> Brief information dissemination on the operation
	3.0.6	Conducting visits to monitor review and evaluate functioning of the IAU in handling matters referred to it.	<ul style="list-style-type: none"> Minutes with IAU staff Report on IAU operations 				<ul style="list-style-type: none"> MOU with IAU Report disseminated to NPS for further action
	3.0.7	Attending CPA and CPC meetings in counties and interact with members of the community	<ul style="list-style-type: none"> CPA & CPC address book developed Correspondence with the county government and NPS county commanders on CPA & CPC Minutes of joint meetings at county level 				<ul style="list-style-type: none"> Monitoring report on CPC & CPA disseminated

4.0	LEGAL SERVICES	4.0.1	Enhancing the enforcement of Policing Oversight Laws	<ul style="list-style-type: none"> IPOA draft regulations reviewed and final regulations published Procedures of taking over of internal Police investigations are put in place Various legal positions clarified Enhanced support for investigations and prosecution Compliance with the law 	<ul style="list-style-type: none"> Proposed amendments to the Act forwarded to the AG's Office Enhanced speed of clearing cases Standardized reports and recommendation
		4.0.2	Providing adequate representation of IPOA in legal, civil and criminal Court Proceeding	<ul style="list-style-type: none"> Developed of relevant pleadings for filing in court in time Actual representation of IPOA in Court to defend and/or articulate its position Liaison activities with external agencies on legal matters affecting the Authority Drafted search warrants, summons and related orders for use by Investigators 	<ul style="list-style-type: none"> Adequate representation of the Authority in all legal and related fora Better relations with external agencies on legal matters affecting the authority Maximum compliance with IPOA recommendations Adherence to other legal applications for the enforcement of IPOAS recommendations
		4.0.3	Lobbying relevant institutions in improving the policing oversight system	<ul style="list-style-type: none"> MOU with ODPP and WPA finalized and executed by parties MOU with the Crime research centre also developed Lobby activities for the enactment of the Coroner's Act 	<ul style="list-style-type: none"> Better understanding of IPOA mandate by stakeholders Establishment of a full time Coroner Service At least Four regional conference held in within the year
		4.0.4	Developing a Library & Resource Centre	<ul style="list-style-type: none"> Library and Resource Centre Policy in place Information needs assessment report in place Budget allocation established Departmental meeting minutes 	<ul style="list-style-type: none"> Information & materials procured Approval given by the Board Fully functioning resource center Liaison with research unit towards equipping the center
5.0	RISK & AUDIT	5.0.1	Developing IPOA Enterprise Risk Management Framework	<ul style="list-style-type: none"> An Institutional Risk Management Framework in place Approved RMF Prioritization of risks set 	<ul style="list-style-type: none"> Risk Management Framework disseminated
		5.0.2	Providing checks & balances on IPOA internal control management system	<ul style="list-style-type: none"> Control checks Quarterly Risk Reports Approval on operational controls 	<ul style="list-style-type: none"> Control circulars / memos Sensitization of staff on control measures Reduced risk exposure
		5.0.3	Developing a risk based audit plan	<ul style="list-style-type: none"> Identified audit areas Approval of audit plan Audit programmes in place 	<ul style="list-style-type: none"> Adherence to audit plan schedule Meetings held

6.0	HUMAN RESOURCES CAPITAL	5.0.4	Performing risk based audits exercises	<ul style="list-style-type: none"> • Audits conducted • Audit notifications • Audit findings • Audit queries addressed 	<ul style="list-style-type: none"> • No. of audits completed • Follow up on audit queries • Policy recommendations on audit queries
		6.0.1	Developing Human Resources Manual, Policies ,Procedures & system	<ul style="list-style-type: none"> • Policy document approval by Board • Policy circulated to staff • Existing policies reviewed • Installed Human Resources Management System • Training Needs Assessment Report 	<ul style="list-style-type: none"> • Reduced HR enquiries • Compliance to Labour laws • Automated services (HR data, employee details, self-service, Leave management, payroll, training, performance management). • No. of employee trained
		6.0.2	Facilitating training & career development	<ul style="list-style-type: none"> • Staff induction program • Training calendar plan in place • Succession plans in place • Logistics provided during trainings 	<ul style="list-style-type: none"> • Certificate of attendance • Training budget approved • Clear career progression • Staff sensitization seminar on emerging issue e.g. Drugs & Alcohol, diseases etc.
		6.0.3	Coordinating staff welfare, health & wellness	<ul style="list-style-type: none"> • Staff welfare policy guidelines implemented • Staff undergoing counselling sessions • Medical insurance cover is in place • No. of staff on self-development program 	<ul style="list-style-type: none"> • Staff Training on health, wellness and stress management planned & executed • Entrench into the policy flexi hours for nursing mothers • Staff training on work life balance
		6.0.4	Undertaking staff recruitment and enhance staff engagement and retention	<ul style="list-style-type: none"> • Filled up pending and identified vacant positions • Recruitment process in place • Proposal on internal job adverts presented • Referral check for new staff completed • Teambuilding initiatives completed • General Staff Meetings • Staff feedback Tools developed 	<ul style="list-style-type: none"> • Recruitment process approval by Board • 100% compliance with vetting tool • Teambuilding report, better staff working relationships • Teambuilding report, better staff working relationships • Minutes and report on staff meeting.
		6.0.5	Instituting and implementing performance management supported by a reward system for staff	<ul style="list-style-type: none"> • Approved standard JDs for all positions • Annual performance appraisal instrument approval by Board • All line managers/staff trained on performance management • Annual Staff Performance Appraisal Report. • PIP reports designed • Probationary Review Report • Approved salary progression structure • Departmental Award and Recognition certificate • Employee Award and Recognition Certificate 	<ul style="list-style-type: none"> • Discussed and signed JDs by all the staff • Board's performance evaluation system • Duly signed PIP Report • Board approval on reward system proposal

7.0	COMMUNICATION OUTREACH	6.0.6	Strengthen the capacity of staff in gender and human rights	<ul style="list-style-type: none"> Gender policy developed and implemented Staff trained in human rights Gender and diversity mainstreamed in all IPOA's operations 				<ul style="list-style-type: none"> Increased awareness of IPOA's Corporate Identity and mandate by the police and the public via a survey Communication strategy implemented Budget allocation on communication materials approved
		7.0.1	Designing, printing & distributing Publicity, Information, Education & Communication (PIEDC) materials	<ul style="list-style-type: none"> Fliers, Brochures, information kits, fact sheets, pull up banners in place Electronic, Telesopic, Pop ups, Tear drops, street and Backdrop wall banners, Bumper/door Stickers, etc.) in place Door identification plates in place 				<ul style="list-style-type: none"> Audits of adherence to the service charter Service charter on the website, with key stakeholders & the public
		7.0.2	Developing, designing, producing & disseminating a Corporate Service Charter	<ul style="list-style-type: none"> Service charter in place Service charter launched Distribution of the service charter 				<ul style="list-style-type: none"> IPOA corporate documentary Media advisories Increased public awareness of IPOA MOUTs with media firms IPOA information clinics (worship & entertainment spots) Bulk SMS campaigns and social media campaigns and site sponsorships CSR initiatives at IPOA
		7.0.3	Negotiate media space to create public awareness about IPOA	<ul style="list-style-type: none"> IPOA brand communication in supermarkets, high traffic areas etc. in place Sponsorship on local television programmes adopted Media Breakfast meetings done E-Social media campaigns sustained E-notice board activated /interactive 				<ul style="list-style-type: none"> No. of outreach & training workshops No of stakeholder Forums for the National Police Service Interaction with Human Rights, Faith Based and Gender based groups, Ethics fraternity, Medico-Legal, Private Sector etc. i Information Disseminated on timely basis Exhibition of IPOA during the Judicial Service Open Week, Nairobi International Show etc. Staff sensitization on media & Customer Service
		7.0.4	Implementing IPOA Communication & Outreach Programmes	<ul style="list-style-type: none"> Joint conferences with the National Police Service completed Stakeholder consultative forums done with newsletters, annual reports, status reports and etc. disseminated to respective recipient Participate in public forums, shows and Exhibitions Chairman, CEO or IPOA representatives press release opportunity undertaken Trained staff on Media Handling procedures & customer care 				

BUSINESS SERVICES								
8.0	ICT	Developing & Implementing ICT policies and standards	8.0.1	Institutionalized ICT Strategy, policies and standards	<ul style="list-style-type: none"> ICT strategy implemented ICT issues reduced 			
		Providing quality network infrastructure for staff	8.0.2	Air-Conditioned environment for servers and equipment Equal ICT equipment utilization per staff Enhanced operations	<ul style="list-style-type: none"> Reduced downtime on ICT systems Staff access to ICT infrastructure 			
		Instituting Business continuity and disaster recovery mechanisms	8.0.3	Secured information Security infrastructure in place Security procedures in place Disaster recovery Policy in place	<ul style="list-style-type: none"> Approved disaster recovery Policy 			
		Reinforcing network perimeter security via fire walling and intrusion prevention	8.0.4	Enhanced security of ICT resources Security audit report	<ul style="list-style-type: none"> Cases of ICT security breach Security audit findings implemented 			
9.0	ADMINISTRATION	Formulating & executing the transport policy	9.0.1	Board approval policy Staff inputs incorporated Cost management Efficient fleet	<ul style="list-style-type: none"> Transport Management System in place Competent and Responsible drivers 			
		Providing & allocating work stations for staff	9.0.2	All staff allocated work space Office plan Layout approved	<ul style="list-style-type: none"> Improved office ambience 			
		Ensure a health and safety work environment	9.0.3	Support staff able to supplement cleaning of premises Better cleaning job done	<ul style="list-style-type: none"> Conducive work environment 			
10.0	FINANCE	Ensuring compliance with financial regulations and statutory requirements	10.0.1	Quarterly Reports Draft Financial Statements	<ul style="list-style-type: none"> Financial report disseminated 			
		Managing the Authority's Fixed Assets	10.0.2	Tagging all the Assets. Physical count of all the assets. Provision for depreciation on assets	<ul style="list-style-type: none"> Fixed Assets Register Updating of the Asset Register Asset valuation exercise 			
		Undertaking budget Preparation, Implementation & Control	10.0.3	Approved budget Budget revision Budget defence Funds allocations	<ul style="list-style-type: none"> Online financial Operations Petty cash management Operational IFMIS 			
		Ensuring quarterly Expenditure Returns	10.0.4	Board approvals Submission of returns Expenditure schedules Cost saving initiatives	<ul style="list-style-type: none"> Quarterly reports disseminated Memo on cost management 			

11.0	RESEARCH	11.0.1	Identifying & designing IPOA research program for the year	<ul style="list-style-type: none"> Thematic areas identified Research & follow up plans approved Research budget approved Research guideline in place 	<ul style="list-style-type: none"> Thematic research meetings Research proposals disseminated for comments
		11.0.2	Coordinating and undertaking research activities for the authority	<ul style="list-style-type: none"> Research instruments in place Data collected Reports generated Research project approved 	<ul style="list-style-type: none"> Dissemination of report / launch Policy recommendations Reference materials
		11.0.3	Developing research archive for the authority	<ul style="list-style-type: none"> Information need assessment report Budget allocation / approvals Layout plans approved Equipped resource center 	<ul style="list-style-type: none"> Resource center for reference Launch of the resource center Reference material borrowed
12.0	PLANNING	12.0.1	Reviewing Planning & policy structures	<ul style="list-style-type: none"> Planning & Policy development guideline Database on all IPOA policies & report Planning Templates in place 	<ul style="list-style-type: none"> Policy meetings Report disseminated
		12.0.2	Facilitating IPOA project management process and reporting	<ul style="list-style-type: none"> Quarterly Project Scanning reports Quarterly feasibility / sensitivity analysis 	<ul style="list-style-type: none"> Project mapping per project No. of projects to be undertaken per quarter
		12.0.3	Developing a county expansion model for IPOA service accessibility	<ul style="list-style-type: none"> County focal points for service establishment to be devolved identified Virtual citizen access point plans in place Roll out plan approved Budget implication established Research findings 	<ul style="list-style-type: none"> National outlook on service provision Regional offices earmarked Board approval on county roll out Public opinion / county government
13.0	PERFORMANCE MONITORING & EVALUATION	13.0.1	Conducting workshop to review data collection tools and Results framework	<ul style="list-style-type: none"> Workshop report Trained staff on performance issues 	<ul style="list-style-type: none"> Participant list Minutes of the workshop
		13.0.2	Verifying reported results	<ul style="list-style-type: none"> Verification reports Minutes 	<ul style="list-style-type: none"> Report disseminations Variance established
		13.0.3	Conducting annual performance review workshops	<ul style="list-style-type: none"> 2 workshops conducted 	<ul style="list-style-type: none"> Workshop reports Minutes of the workshop
		13.0.4	Holding consultative sessions with the RO on conducting follow up surveys	<ul style="list-style-type: none"> Consultative sessions conducted 	<ul style="list-style-type: none"> Findings documented Surveys reports discussed
14.0	SECURITY	14.0.1	Conducting an inception internal security surveillance check within IPOA	<ul style="list-style-type: none"> Security Surveillance Report Identified security and safety deficiencies and loopholes sealed 	<ul style="list-style-type: none"> No. of physical, technological and Procedural security measures evaluated Report dissemination to staff

14.0.2	Ensuring & providing security and safety for IPOA members, clients, customers and other stake holders	<ul style="list-style-type: none"> Security & safety awareness training and briefings undertaken Procedures on personal security circulated Liaison point with the police and security service providers for rapid response established Staff identification cards issued Trained security guards on IPOA business 	<ul style="list-style-type: none"> Implementation of witness management policy General security awareness for all members Informed response to specific security situations Customer satisfaction experience at the security entrance
14.0.3	Ensuring security & Safety of IPOA property/assets	<ul style="list-style-type: none"> Operational CCTV Controlled movement of equipment via authorization in place Reinforced windows and doors in critical offices and stores Visitors cards in place 	<ul style="list-style-type: none"> Zero to cases of asset theft Controlled visitors movement Quarterly report dissemination
15.0	PROCUREMENT		
15.0.1	Preparing Annual Procurement Plan	<ul style="list-style-type: none"> Departmental input on procurement needs in place Procurement plan approved by Tender Committee Budget over runs analysed 	<ul style="list-style-type: none"> Efficient procurement plan Revise the annual Procurement plan for 2014/15 Alignment of the plan with approved budgets
15.0.2	Organizing prequalification exercise, tender notices & tender committee meetings	<ul style="list-style-type: none"> Award tenders Prequalification lists approved by Tender Committee Minutes of tender committees Major dealers of goods, works and services visited to obtain prices Re-constituted/appointed of committees 	<ul style="list-style-type: none"> Advise for annual Tenders if not renewed Advise prequalification of suppliers and service providers 2014/15 for 2014/15 to 2015/16 Approvals & review of tendering processes Market survey report disseminated Operating Tender Committee, Tender Procurement Committee, Tender Processing Committee & Disposal Committee
15.0.3	Processing procurement requisitions & integration I-procurement into IFMIS system	<ul style="list-style-type: none"> Structured procurement process in place Requisition Forms utilized Approval given Online procurement operations in place 	<ul style="list-style-type: none"> Speedy procurement process Training of staff on e-procurement
15.0.4	Reporting to Public Procurement Oversight Authority (PPOA) on quarterly basis	<ul style="list-style-type: none"> Periodic correspondence with PPOA on procurement activities in line with procurement law Quarterly reports developed 	<ul style="list-style-type: none"> Staff training / sensitization on PPOA law Quarterly reports disseminated

15.0.5	Systematic planning on disposal of Stores, Equipment and stores	<ul style="list-style-type: none"> • Procedure for disposal in place • Exercise on Identification of items for disposal instituted • Minutes from Disposal committee • Accurate stock levels and at usable condition established • Established demand patterns on stock 					<ul style="list-style-type: none"> • Disposal plan for unserviceable, obsolete or surplus stores approved • Actual disposal undertaken • Disposal report disseminated • Verification of all stocked items on quantities and conditions in each quarter • Report dissemination
15.0.6	Undertaking periodic stocktaking on the authority's stores items						

3.3 APPENDIX C: ANNUAL RESOURCE REQUIREMENTS

INDEPENDENT POLICING OVERSIGHT AUTHORITY (IPOA)

Budget Vote 215 in Kenya Shillings

Sub-Item	Description	Budget Estimate 2014-15	Budget Estimate 2015-16	Budget Estimate 2016-17	Budget Estimate 2017-18
2110100	Basic Salaries - Permanent Employees	170,000,000	175,000,000	180,000,000	190,000,000
2110101	Basic Salaries - Permanent Employees	170,000,000	175,000,000	180,000,000	190,000,000
2110100	Basic Salaries - Board Members	38,000,000	39,000,000	40,000,000	40,000,000
2110114	Basic Salaries - Board Members	38,000,000	39,000,000	40,000,000	40,000,000
2210200	Communication, Supplies and Services	6,105,000	6,665,500	7,262,050	7,798,255
2210201	Telephone, Telex, Facsimile and Mobile Phone Services	2,805,000	3,085,500	3,394,050	3,733,455
2210202	Internet Connections	2,500,000	2,700,000	2,900,000	3,000,000
2210203	Courier and Postal Services	800,000	880,000	968,000	1,064,800
2210300	Domestic Travel and Subsistence, and Other Transportation Costs	14,293,250	16,437,238	18,902,823	21,738,247
2210301	Travel Costs (airlines, bus, railway, mileage allowances, etc.)	4,706,000	5,411,900	6,223,685	7,157,238
2210302	Accommodation - Domestic Travel	5,350,000	6,152,500	7,075,375	8,136,681
2210303	Daily Subsistence Allowance	4,050,250	4,657,788	5,356,456	6,159,924
2210307	Passage and Transfer Expenses	187,000	215,050	247,308	284,404
2210400	Foreign Travel and Subsistence, and other transportation costs	5,450,000	5,995,000	6,594,500	7,253,950
2210401	Travel Costs (airlines, bus, railway, etc.)	1,100,000	1,210,000	1,331,000	1,464,100
2210402	Accommodation	1,550,000	1,705,000	1,875,500	2,063,050
2210403	Daily Subsistence Allowance	1,500,000	1,650,000	1,815,000	1,996,500

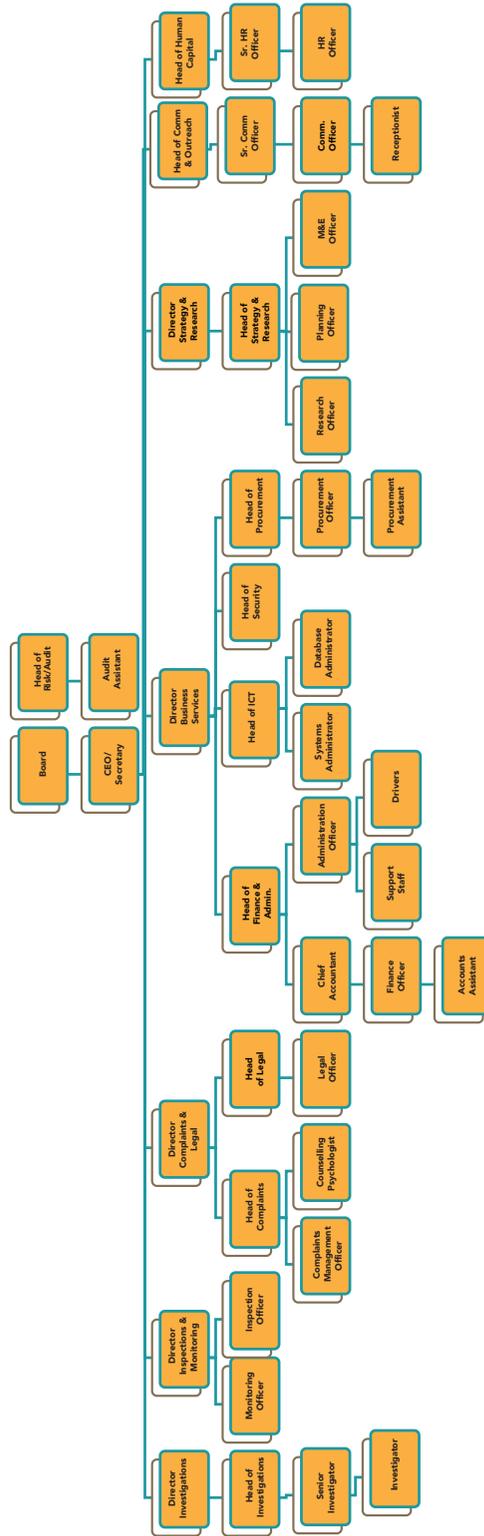
2210404	Sundry Items (e.g. airport tax, taxis, etc...)	1,300,000	1,430,000	1,573,000	1,730,300
2210500	Printing, Advertising and Information Supplies and Services	20,516,900	22,568,590	24,825,449	27,307,994
2210502	Publishing and Printing Services	1,700,000	1,870,000	2,057,000	2,262,700
2210503	Subscriptions to Newspapers, Magazines and Periodicals	816,900	898,590	988,449	1,087,294
2210504	Advertising, Awareness and Publicity Campaigns	13,000,000	14,300,000	15,730,000	17,303,000
2210505	Trade Shows and Exhibitions	5,000,000	5,500,000	6,050,000	6,655,000
2210600	Rentals of Produced Assets	29,500,000	32,900,000	34,300,000	36,500,000
2210603	Rents and Rates - Non-Residential	29,000,000	31,900,000	33,000,000	35,000,000
2210604	Hire of Transport	500,000	1,000,000	1,300,000	1,500,000
2210700	Training Expenses	15,840,000	17,424,000	19,166,400	21,083,040
2210701	Travel Allowance	5,700,000	8,470,000	9,317,000	10,248,700
2210703	Production and Printing of Training Materials	1,000,000	1,100,000	1,210,000	1,331,000
2210704	Hire of Training Facilities and Equipment	5,340,000	3,674,000	4,041,400	4,445,540
2210708	Trainer Allowance	1,400,000	1,540,000	1,694,000	1,863,400
2210710	Accommodation Allowance	2,400,000	2,640,000	2,904,000	3,194,400
2210800	Hospitality Supplies and Services	7,830,000	8,588,000	9,421,800	10,338,980
2210801	Catering Services (receptions), Accommodation, Gifts, Food and Drinks	4,030,000	4,433,000	4,876,300	5,363,930
2210802	Boards, Committees, Conferences and Seminars	3,550,000	3,905,000	4,295,500	4,725,050
2210808	Purchase of Coffins/Funeral Expenses	250,000	250,000	250,000	250,000
2210900	Insurance Costs	18,300,000	19,415,000	21,356,500	23,492,150
2210901	Group Personal Insurance	3,400,000	3,740,000	4,114,000	4,525,400
2210904	Motor Vehicle Insurance	200,000	110,000	121,000	133,100

2210906	Insurance for Board Members	8,000,000	8,800,000	9,680,000	10,648,000
2210907	Insurance for Cash	200,000	165,000	181,500	199,650
2210910	Medical Insurance	6,500,000	6,600,000	7,260,000	7,986,000
2211000	Specialized Materials and Supplies	2,000,000	2,500,000	2,400,000	2,300,000
2211001	Supplies for Broadcasting and Information services	2,000,000	2,500,000	2,400,000	2,300,000
2211100	Office and General Supplies & Services	10,224,750	11,027,225	12,129,948	13,342,942
2211101	General Office Supplies(Water dispenser, scanner, Shredder, paper, pencils, forms, small office eqpt, etc)	3,370,000	5,907,000	6,497,700	7,147,470
2211102	Supplies and Accessories for Computers & Printers	4,154,750	4,570,225	5,027,248	5,529,972
2211103	Sanitary and Cleaning Materials, Supplies and Services	2,700,000	550,000	605,000	665,500
2211200	Fuel Oil and Lubricants	3,000,000	3,200,000	3,400,000	3,500,000
2211201	Refined Fuels and Lubricants for Transport	3,000,000	3,200,000	3,400,000	3,500,000
2211300	Other Operating Expenses	18,305,000	20,285,500	22,062,000	23,301,200
2211305	Contracted guards and services	2,500,000	2,750,000	3,025,000	3,327,500
2211306	Membership fees, dues & Subscriptions to professional	605,000	665,500	670,000	680,000
2211310	Contracted Professional Services	4,500,000	4,700,000	4,900,000	5,000,000
2211312	Confidential expenditure	2,700,000	2,970,000	3,267,000	3,593,700
2211318	Witness Expenses	5,000,000	6,000,000	7,000,000	7,500,000
2211321	Parking Charges	3,000,000	3,200,000	3,200,000	3,200,000
2220100	Routine Maintenance - Vehicle and Other Transport Equipment	2,000,000	2,300,000	2,500,000	3,000,000
2220101	Maintenance Expenses-M/Vehicles	2,000,000	2,300,000	2,500,000	3,000,000
2220200	Routine Maintenance -Other Assets	2,900,000	2,520,000	2,573,000	3,030,300

2220202	Maintenance of Office Furniture & Equipment	200,000	250,000	121,000	133,100
2220205	Maintenance of Buildings & Stations-Non-Residential	1,200,000	1,320,000	1,452,000	1,597,200
2220210	Maintenance of computers /Software and networks	1,500,000	950,000	1,000,000	1,300,000
3110300	Refurbishment of Buildings	1,500,000	1,100,000	1,210,000	1,331,000
3110301	Refurbishment of Non Residential Buildings	1,500,000	1,100,000	1,210,000	1,331,000
3110700	Purchase of Motor Vehicles and other transportation equipment	35,000,000	40,000,000	30,000,000	40,000,000
3110701	Purchase of Motor Vehicles	35,000,000	40,000,000	30,000,000	40,000,000
3111000	Purchase of Office Furniture and General Equipment	16,500,750	19,550,825	20,755,908	22,681,498
3111001	Purchase of Office Furniture and Fittings	1,000,000	1,000,000	1,000,000	1,000,000
3111002	Purchase of Computers, Printers and Other Equip	11,900,750	13,090,825	14,399,908	15,839,898
3111003	Purchase of Air-conditioners, Fans and Heating Appliances	500,000	750,000	605,000	665,500
3111004	Purchase of Exchanges & other Equip	-	950,000	1,000,000	1,050,000
3111005	Purchase of Photocopiers	1,200,000	1,320,000	1,452,000	1,597,200
3111006	Purchase of Cash Boxes	-	350,000	-	-
3111009	Purchase of Other Office Equip. e.g. LCD projector, Camera	1,900,000	2,090,000	2,299,000	2,528,900
3111100	Purchase of Specialized Plant, Equip & machinery	7,990,000	8,789,000	9,667,900	10,634,690
3111108	Purchase of Security Equipment	5,100,000	5,610,000	6,171,000	6,788,100
3111111	Purchase of ICT Networking and Comm. Equip	1,000,000	1,100,000	1,210,000	1,331,000
3111112	Purchase of Software	1,890,000	2,079,000	2,286,900	2,515,590

3111400	Research, Feasibility Studies, Project Preparation and Design	4,000,000	5,000,000	4,000,000	4,400,000
3111403	Research	4,000,000	5,000,000	4,000,000	4,400,000
		429,255,650	460,265,878	472,528,277	513,034,246
	Total Budgetary Requirement for 4-Year Strategic Planning Period				1,875,084,051

3.4 APPENDIX D: ORGANIZATIONAL STRUCTURE



IPOA Independent Policing
Oversight Authority

1st Ngong Avenue,
ACK Garden Annex, 2nd/3rd floor
P. O. Box 23035 00100 Nairobi, Kenya
Email: info@ipoa.go.ke
Phone: +254 20 490 6000
Website: www.ipoa.go.ke

In partnership with:



UNODC
United Nations Office on Drugs and Crime