



REPUBLIC OF KENYA



**IPOA**

Independent Policing  
Oversight Authority

# STRATEGIC PLAN

**2025 - 2030**



KENYA  
VISION **2030**



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Independent Policing  
Oversight Authority

# MISSION & VISION

## 01

### MISSION

To promote accountability and professionalism in the National Police Service through independent and impartial investigations, inspections, audits, monitoring of the Service and collaboration on civilian oversight.

## 02

### VISION

A trusted and transformative civilian oversight Authority that promotes accountability and professionalism in policing.

## 04

### MOTTO

Guarding Public Interest in Policing

## 03

### CORE VALUES

Independence,  
Accountability  
Professionalism, Inclusivity  
Accessibility, Integrity



## FOREWORD

It is with great honour that I present to you the third strategic plan of the Independent Policing Oversight Authority (IPOA). IPOA is an institution with a unique mandate of civilian policing oversight. This plan builds on the achievements made, lessons learnt and challenges the Authority has faced during implementation of the first and the second strategic plans towards actualization of Article 244 of the Constitution of Kenya.

The Authority aims to be a trusted and transformative civilian oversight mechanism that promotes accountability and professionalism in policing through independent and impartial investigations, inspections, audits, monitoring of the Service and collaboration on civilian oversight.

Based on this strategic Plan (2025-2030), the Authority ascribes to the United Nations 2030 Agenda for Sustainable Development Goals, African Union Agenda 2063, East African Community Vision 2050, Constitution of Kenya, Kenya Vision 2030, Bottom-up Economic Transformation Agenda (BETA) and Medium-Term Plan (MTP) IV among other Sector Policies and Laws. This Strategic Plan implementation period coincides with the expiry of the SDGs 2030, and Vision 2030, and further aligns with the Pact for the Future. The plan therefore ascribes to fulfilling these policy documents at the international, regional and local level, to transform policing in Kenya.

The Authority has embedded strategies which are aimed at addressing issues of non-adherence to human rights standards, the rule of law, national values and principles that continue to erode public trust and confidence in the NPS and IPOA. The Authority, during this strategic period, focuses on five (5) Key Results Areas (KRAs); enhanced police accountability, enhanced public trust and confidence in IPOA and NPS, improved strategic partnership and engagement, strengthened institutional effectiveness and efficiency, as well as data and knowledge generation and management.

The strategic objectives and strategies in this plan, provide a roadmap that is necessary for the envisioned Policing standards as enshrined in the Constitution. The embedded implementation, resource mobilization, and monitoring and evaluation plans are guides to achievements of the set targets during this strategic period.

I convey the unwavering commitment of the IPOA Board to the successful implementation of this Strategic Plan. We recognise that realising our vision will require concerted efforts from all involved. Therefore, I urge all stakeholders to actively support the Authority as it embarks on the execution of its third Strategic Plan, which is vital to its collective progress and future success. Your engagement and collaboration will be essential in turning these goals into reality.

A handwritten signature in blue ink, appearing to read 'Ahmed Issack Hassan'.

**Ahmed Issack Hassan, CBS.,  
Chairperson**



## PREFACE

As I steer the implementation of this third strategic plan 2025-2030, I am fully aware of the dynamic policing environment we operate in today. Through implementation of the Strategic Plan 2019-2024, the Authority achieved significant milestones in its efforts to enhance police accountability, foster stakeholder collaboration, and build institutional capacity. Significant progress was made through processing of 20,112 complaints, conducting 3,854 inspections in police premises and detention facilities and monitoring 514 police operations affecting members of the public. This work advanced IPOA's core mission, despite the challenges faced such as non-cooperation from the NPS, trust deficit between the police and the public and inadequate budget allocations.

This Strategic Plan is a product of dedicated efforts of the Authority's Board, Management, staff and stakeholders. During the development of this plan, in-depth research was undertaken to gain insights of key strategic issues affecting policing in Kenya. The team was further guided by the lessons learnt from implementation of the previous strategic plans, relevant international, regional and national goals, various taskforce recommendations on police reforms, public expectations as well as national policing discourse by all the stakeholders.

Through its five (5) Key Result Areas, the Authority seeks to enhance compliance with human rights standards, the rule of law and professionalism by members of the NPS and to enhance public trust and confidence in NPS and IPOA by enhancing customer satisfaction and creating awareness on IPOA mandate. On strategic partnership and engagement, the Authority aims to enhance sustainable partnership and collaboration with key stakeholders in the criminal justice sector for enhanced civilian policing oversight. To enhance institutional effectiveness and efficiency the Authority will strengthen human and physical capital, financial sustainability, internal business processes, and good governance for effective service delivery. Lastly, on data and knowledge generation and management IPOA will focus on enhancing data and knowledge generation, storage, retrieval and utilization, timely and quality reporting and learning, dissemination of reports to stakeholders and enhanced research.

I express my confidence that the Board, management and staff will demonstrate the same commitment and effort used in the development and the implementation of this plan. Our collective efforts in implementation of this plan will lead to realization of Article 244 of the Constitution of Kenya and the objectives of the Authority of holding the police accountable to the public in the performance of their functions.

**Elema Halake, SS.,**  
**Director/Chief Executive Officer**

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## DEFINITION OF CONCEPTS AND TERMINOLOGIES

Backlog	Unresolved or pending cases that have not been processed (for complaint cases) or investigations not completed within 90 days.
Civilian Oversight	IPOA's mandate is to independently review and monitor the actions of the National Police Service and any other persons carrying out policing duties to promote transparency, accountability and professionalism.
Inspections of Police Premises	Careful examination or scrutiny conducted to ascertain compliance of the Service with among others; the Constitution of Kenya, the NPS Act 2011, The IPOA Act, The NPSC Act and Regulations, the Service Standing Orders (SSOs) and various national and international instruments on policing and human rights.
Investigation	A systematic process of gathering, securing and examining evidence to establish facts, substantiating or refuting allegations.
Monitoring of Police Operations	Means close checking and observations on how police use their powers during their law enforcement activities, to ensure adherence to law and human rights. It includes observations on effectiveness and efficiency of the police as they carry out their assigned duties, responsibilities and actions.
Non-Cooperation	Failure by institutions, police officers, witnesses and complainants to comply with necessary requests for facilitation of investigations, inspections of police premises and monitoring of police by IPOA.
Policing	Means the discharge of functions, exercise of the powers and performance of duties applicable to the Service;
Preliminary Inquiries	Initial assessments conducted into complaints against police officers to decide on further action.
Preliminary Investigation	Initial fact-finding process to establish whether there is enough evidence to warrant a full investigation.
Service	Means the National Police Service as established by Article 243 of the Constitution.

## ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution
AJS	Alternative Justice Systems
BETA	Bottom-up Economic Transformation Agenda
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CRC	Convention on the Rights of the Child
DCI	Directorate of Criminal Investigations
EAC	East African Community
ECM	Enterprise Content Management
ERP	Enterprise Resource Planning
GOK	Government of Kenya
IAU	Internal Affairs Unit

ICCPR	International Covenant on Civil and Political Rights
ICT	Information Communication and Technology
IMLU	Independent Medico-Legal Unit
IPOA	Independent Policing Oversight Authority
KRAs	Key Result Areas
MTP	Medium Term Plan
NPS	National Police Service
NPSC	National Police Service Commission
ODPP	Office of the Director of Public Prosecutions
OAG	Office of the Auditor General
PESTEL	Political, Economic, Social, Technological, and Legal
PFMA	Public Finance Management Act
PRIC	Police Reforms Implementation Committee
PSC	Public Service Commission
SDGs	Sustainable Development Goals
SMS	Short Message Service
UDHR	Universal Declaration of Human Rights

## EXECUTIVE SUMMARY

This is the third Strategic Plan since the inception of IPOA. It builds from achievements and lessons learnt from the previous Strategic Plan 2019-2024, where the Authority achieved significant milestones in its efforts to enhance police accountability, foster stakeholder collaboration, enhance research and information management and build institutional capacity. Significant progress was made in processing 20,112 complaints, inspection of 3,854 police premises and detention facilities and monitoring of 514 police operations affecting members of the public. This work advanced IPOA's core mission, despite non-cooperation challenges from the NPS and insufficient budget allocation.

Guided by the 5th generation guidelines of strategic planning by the National Treasury, this Plan outlines strategies of achieving a trusted and transformative civilian oversight authority that promotes accountability and professionalism in policing. In designing this Strategic Plan, the Authority commits to the United Nations 2030 Agenda for Sustainable Development Goals, the Pact for the Future 2024, the Africa Union Agenda 2063, the East African Community Vision 2050, the Constitution of Kenya, the Kenya Vision 2030, Bottom-up Economic Transformation Agenda (BETA) Plan and MTP IV among other sector policies and laws. This Strategic Plan's implementation coincides with the expiry of UNSDGs 2030, Vision 2030 and further aligns with the Pact for the Future 2024. The Plan therefore ascribes to fulfillment of these policy documents at international, regional and local level especially inculcating issues of human rights to transform NPS into a modern policing institution that is professional and properly equipped with skills to deal with emerging policing issues.

Chapter One focuses on how the IPOA Strategic Plan 2025-2030 aims to align with both the national and international commitments, including the United Nations 2030 Agenda for Sustainable Development Goals (SDGs), African Union Agenda 2063, East African Community Vision 2050, Constitution of Kenya, Kenya Vision 2030, BETA of the Fourth Medium Term Plan IV, and the sector-specific policies and laws. The chapter also outlines the journey to police reforms leading to the establishment of the Authority.

Chapter Two defines the Authority's core purpose and guiding principles. The chapter outlines IPOA mandate, vision, mission, core values and the strategic goals. This chapter also includes the quality Policy Statement demonstrating commitment to continuous improvement.

Chapter Three presents a comprehensive situational analysis which provides a clear understanding of the context within which the Authority operates, and also a foundation for the strategic planning process. It evaluates the external and internal environment, alongside governance, resources, and stakeholder dynamics, using the PESTEL model and identifies strengths, weaknesses, opportunities, and threats to that influence the Authority's performance and strategic direction using SWOT analysis framework.

Chapter Four outlines the critical strategic issues and goals that the Authority will address during the 2025-2030 strategic period. Six key strategic issues have been identified: Non-professionalism and non-adherence to human rights and the rule of law; Low public trust and confidence in both the National Police Service (NPS) and the Independent Policing Oversight Authority (IPOA); Limited public awareness of IPOA's mandate; Inadequate institutional capacity; Challenges in data and knowledge generation and management; and the need to Strengthen strategic partnerships. These issues highlight systemic and operational challenges that hinder the Authority's effectiveness and public perception.

The Authority will focus on five Key Results Areas (KRAs) aimed at transforming the policing oversight landscape. These KRAs include: Enhanced police accountability, Enhanced public trust and confidence in IPOA and NPS, Improved strategic partnership and engagement, Strengthened institutional effectiveness and efficiency and Data and knowledge generation and management. These priority areas form a comprehensive strategy to strengthen IPOA's impact, promote professional policing, and reinforce public trust in law enforcement oversight.

Through Police Accountability, the Authority will seek to enhance compliance by members of the NPS with human rights standards and the rule of law, and enhanced professionalism in the National Police Service. The KRA on enhanced public trust and confidence in IPOA and NPS will focus on increased customer satisfaction, visibility and awareness creation on IPOA mandate, and improved feedback mechanism. Under the KRA on Strategic Partnership and Engagement, the Authority will target enhanced sustainable partnership and collaboration with all key stakeholders in the criminal justice system for effective civilian policing oversight. The KRA on enhanced institutional effectiveness and efficiency will target to strengthen human and physical capital, financial sustainability, internal business processes and good governance for effective service delivery. Lastly, the KRA on data and knowledge management focuses on enhancing the generation, storage, retrieval and utilization of knowledge, timely and quality reporting and dissemination of reports internally and externally and increased research outputs.

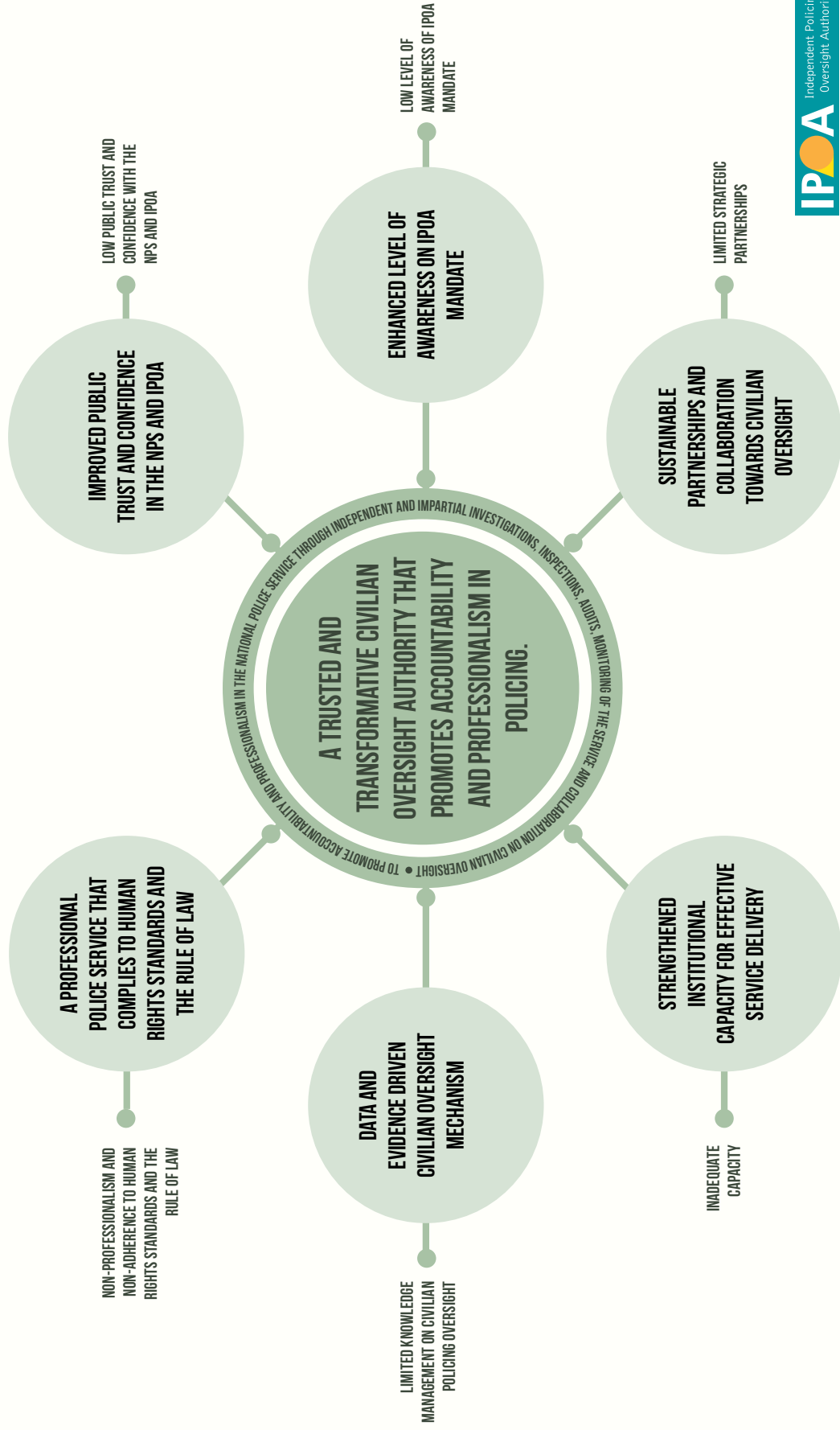
Chapter Five comprises strategic objectives and strategies which serve as a cornerstone for guiding the Independent Policing Oversight Authority (IPOA) in achieving its mandate and addressing the critical challenges identified in its operating environment.

Chapter Six outlines the mechanisms to translate strategic objectives into actionable steps through a detailed Implementation Plan. The plan includes an Action Plan Matrix, which identifies strategic issues, goals, objectives, costed activities, outputs responsibilities and timelines to ensure clarity and accountability in execution.

Chapter Seven outlines the financial resources needed to achieve the plan's objectives and highlights strategies to address funding gaps through resource mobilization and prudent resource management. The Authority has a resource requirement of Kshs 13,187 million against an allocation of Kshs 7,365.00 million translating to a resource gap of Kshs 5,822 million (44%). This calls for sound resource mobilization strategies to bridge the gap.

Lastly, Chapter Eight presents a framework that the Authority will put in place to monitor, evaluate and report on progress towards achievement of the planned objectives and provide feedback on the status of implementation for informed decision-making and measurement of impact at the end of the implementation period.

# IPOA THEORY OF CHANGE



# CHAPTER 1: INTRODUCTION

## 1.0 Introduction

The chapter focuses on how the IPOA Strategic Plan 2025-2030 aims to align with both national and international commitments, including the United Nations 2030 Agenda for Sustainable Development Goals, African Union Agenda 2063, East African Community Vision 2050, the Constitution of Kenya, Kenya Vision 2030, Bottom-up Economic Transformation Agenda (BETA) of the Fourth Medium Term Plan, and sector-specific policies and laws. In addition, the chapter highlights strategy as an imperative for IPOA establishment and growth, and the methodology employed in development of the Strategic Plan.

## 1.1 Strategy as an Imperative for the Growth of IPOA

Civilian oversight is critical to professional and accountable policing. and has had two cycles of strategic plans between 2013 – 2018 and 2019 - 2024; the Service remains characterized by low public trust and confidence, non-adherence to human rights standards and the rule of law and non-Professionalism. This has led to continued violation of human rights.

Strategic planning is central to the realization of IPOA's mandate. This strategic plan builds on the lessons learnt during the implementation of the previous strategic plans. Through this plan, IPOA will continue to hold the police accountable to the public in the performance of their functions by applying strategies aimed at improved public trust and confidence in the NPS, compliance with human rights standards and the rule of law, enhance the level of awareness of IPOA's mandate and professional Police Service. The Authority will further leverage ICT, data and information driven strategies to inform policing oversight. These efforts are to ensure IPOA realizes its mandate as envisioned in Article 244 of the Constitution of Kenya.

## 1.2 The Context of Strategic Planning

### 1.2.1 United Nations 2030 Agenda for Sustainable Development and Pact for the Future

The Republic of Kenya is committed towards the attainment of the United Nations Sustainable Developments Goals (SDGs). This Strategic Plan aligns with the Pact for the Future in commitments to accelerate the achievement of the SDGs. The SDGs address the economic, social and environmental dimensions of development in a comprehensive and integrated manner. Through its mandate, the Authority will contribute to the attainment of the following SDGs:

- **SDG3 on Good Health and Well-being** – The Authority will advocate for compliance with human rights standards through making recommendations relating to hygienic living conditions in detention facilities, better and affordable housing for police officers and provision of medical care for police officers, detainees and IPOA staff.
- **SDG4: Quality Education:** The Authority will contribute to this SDG through generation of knowledge on civilian policing oversight and advocate for continuous training of police officers and IPOA staff.
- **SDG5: Gender Equality:** The Authority will adopt strategies to promote gender mainstreaming in the implementation of interventions within the service and the Authority
- **SDG6: Clean Water and Sanitation:** The Authority will advocate for compliance with human

rights standards relating to hygienic living conditions, including access to clean, safe and adequate water in detention facilities and across its offices.

- **SDG10: Reduced Inequality:** IPOA will advocate for respect for diversity in the Police Service and within the Authority. IPOA will promote equity and fairness in the NPS and internally during recruitment, training and promotions.
- **SDG 11: Sustainable Cities and Communities:** The Authority will make policy recommendations to improve police housing and community policing initiatives and advocate for policing initiatives that promote effective traffic management.
- **SDG16: Peace and Justice and Strong Institutions:** IPOA will implement its mandate through the resolution of complaints on police misconduct and ensure that police officers operate within the law. The Authority will also ensure that justice is provided to victims and complainants of police misconduct and make policy recommendations geared towards a better Police Service.

### 1.2.2 African Union Agenda 2063

The Independent Policing Oversight Authority (IPOA) aligns closely with the aspirations of Africa Agenda 2063, particularly Aspirations 3, 4 and 6. Aspiration 3 promotes good governance, democracy, human rights, justice, and the rule of law, all central to IPOA's mandate. By providing independent oversight of the National Police Service (NPS), investigating misconduct, and promoting accountability, IPOA strengthens the rule of law and ensures that police actions respect constitutional and human rights standards. This fosters transparency, professionalism, and public trust in law enforcement institutions.

Aspiration 4 focuses on a peaceful and secure Africa, which IPOA supports by holding police officers accountable and preventing abuse, corruption, and impunity, factors that often undermine public safety and peace. Further, the Authority's engagement with the public contributes to Aspiration 6, which emphasizes people-driven development and protection of vulnerable groups. By encouraging public participation, educating citizens on their rights, and promoting inclusive justice, IPOA ensures that the voices of women, youth, and marginalized communities are considered in national policing and security efforts.

### 1.2.3 East African Community Vision 2050

The East African Community (EAC) Vision 2050 articulates the community's desired future state providing an architecture around which EAC should concentrate its energies for economic and social development. The EAC recognizes good governance, peace and security. In line with aspiration 3.6, the Authority will focus on the implementation of its mandate with a view to promote interventions that will entrench democratic values, human rights, access to justice and the rule of law in policing oversight. Besides, the Authority will implement interventions to promote gender equality in line with aspiration 3.8.2.

### 1.2.4 Constitution of Kenya

The Authority is anchored on the precepts of Article 244 of Constitution of Kenya. The Constitution of Kenya 2010 envisages that the National Police Service (NPS) shall endeavour for professionalism and discipline, promote and practice transparency and accountability. Further, the Constitution of Kenya requires the Service to comply with constitutional standards of human rights and fundamental freedoms and dignity. The Authority will contribute towards

conformance to values and principles of governance, the Bill of Rights, public finance management and other applicable provisions.

### 1.2.5 Kenya Vision 2030, BETA and MTP IV

The Bottom-Up Economic Transformation Agenda (BETA) anchored on the Fourth Medium Term Plan (MTP IV) of the Kenyan vision 2030 is geared towards economic turnaround and inclusive growth through a value chain approach. This will be achieved through targeted investment in five core pillars, namely: Agriculture; Micro, Small and Medium Enterprise (MSME) Economy; Housing and Settlement; Healthcare; Digital Superhighway and Creative Economy.

In implementing the BETA priorities, the Authority is domiciled under the political pillar of Kenya Vision 2030, and subsequently under the Governance and public administration sector of the MTP IV. IPOA will enhance police accountability and professionalism through receiving and investigating complaints against police officers, and inspecting police premises and detention facilities to enhance compliance with human rights standards. IPOA will also monitor police operations and make recommendations for professional policing services to create a conducive environment for micro, small and medium traders. As an enabler, the Authority will create a safe environment for growth of the Micro, Small and Medium Enterprises (MSMEs), investment in Agriculture and Healthcare. Further, the Authority will digitalize its services and recommend the same to the NPS for effective service delivery since the ICT pillar of the BETA plan is key in driving the country's economic growth.

### 1.2.6 Sector Policies and Laws

The Strategic Plan integrates sector-specific, international treaties and conventions, laws and policies.

#### 1.2.6.1 International and Regional Treaties and Conventions

The Strategic Plan will align with the following conventions and treaties and other treaties and conventions that Kenya may enter into or ratify within the life of the SP.

- Universal Declaration of Human Rights (UDHR);
- International Covenant on Civil and Political Rights (ICCPR);
- Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment;
- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW);
- Rome Statute of the International Criminal Court (ICC);
- Convention on the Rights of the Child (CRC);
- African Charter on Human and Peoples' Rights (ACHPR).

#### 1.2.6.2 Sector laws

The following laws are relevant to the functions of the Authority, and any other relevant laws that may be passed within the life of the SP.

- Independent Policing Oversight Authority Act CAP 86 of the Laws of Kenya and IPOA General Regulations, 2024;
- Children Act, 2022;
- Criminal Procedure Code Cap 75;
- Evidence Act Cap 80;
- Firearms Act Cap 114;
- National Coroners Service Act No. 18 of 2017;
- National Police Service Act, No 11(a) of 2011;
- National Police Service Commission (NPSC) Act, No.30 of 2011;
- National Police Service Standing Order (SSO);
- Office of the Director of Public Prosecutions (ODPP) Act No. 2 of 2013;
- Official Secrets Act, 2016;
- Penal Code Cap 63;
- Sexual Offences Act, 3 of 2006;
- Victim Protection Act No. 17, 2014;
- Witness Protection Act (WPA) No. 16 of 2006;
- Mutual Legal Assistance Act, 2011;
- Prevention of terrorism Act, 2012;
- Prevention of Organised Crimes Act, 2010.

### 1.2.6.3 Sector Policies

The following policies and guidelines are relevant to the functions of the Authority:

- Sector Performance Standards;
- Executive Order No. 2 of 2023;
- The Authority's policy documents;
- National Police Service Policies, Regulations and Orders;
- Strategic Framework for Implementation of Reforms in the National Police Service, Kenya Prisons Service and the National Youth Service, 2024;
- Applicable GOK Circulars and guidelines.

## 1.3 History of the Independent Policing Oversight Authority

The institutionalization of civilian oversight in Kenya followed a series of historical police

excesses. These excesses attracted concerns that resulted into initiation of various reform agenda that eventually led to the formation of a civilian oversight mechanism in Kenya. These include;

### 1.3.1 Commission of Inquiry into the Post-Election Violence

The Commission of Inquiry into the Post-Election Violence (Philip Waki Report, 2008) recommended measures to improve performance and accountability of state security agencies. Among these measures was the establishment of an Independent Police Conduct Authority<sup>1</sup>.

### 1.3.2 The UN Special Rapporteur

The Mission of the UN Special Rapporteur on Extrajudicial, Summary or Arbitrary Executions (Philip Alston, 16th to 25th February 2009) was to ascertain the types and causes of unlawful killings; to investigate whether those responsible for such killings were held to account; and to propose constructive measures to reduce the incidences of killings and impunity. The report of the Special Rapporteur on the Mission to Kenya further strengthened the Waki Commission Report<sup>2</sup>.

### 1.3.3 The National Taskforce on Police Reform

In May 2009, the Government set up the National Taskforce on Police Reform (Ransley Taskforce) to examine the existing policy, institutional, legislative, administrative and operational structures, systems and strategies in the police and recommend comprehensive reforms to enhance police efficiency, effectiveness and institutionalize professionalism and accountability. The taskforce recommended among others, the establishment of the Independent Policing Oversight Authority, composed of civilians to focus on police conduct<sup>3</sup>.

### 1.3.4 Police Reforms Implementation Committee (PRIC), 2010-2012

The Committee was appointed to coordinate, supervise and provide technical guidance and facilitation for the implementation of police reforms. Article 243 of The Constitution of Kenya entrenched police accountability by establishing the National Police Service while Article 244 articulates that the National Police Service shall strive for professionalism and discipline and shall promote and practice transparency and accountability<sup>4</sup>.

### 1.3.5 Formation of IPOA

The Authority was created as a response to historical police excesses and the conduct of the police following the violence that erupted during the 2007/08 post-election period. It was established within the context of Agenda IV – Commissions and Independent Offices, which preceded the Constitution of Kenya, 2010. As part of the Agenda IV items, which were largely

1 [https://www.kas.de/c/document\\_library/get\\_file?uuid=d8aa1729-8a9e-7226-acee-8193fd67a21a&groupId=252038](https://www.kas.de/c/document_library/get_file?uuid=d8aa1729-8a9e-7226-acee-8193fd67a21a&groupId=252038)

2 [https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://digitallibrary.un.org/record/657905%3Fln%3Den&ved=2ahUKEwi\\_pNatnPqMAxUXTqQEHiWokMQFnoECBgQAQ&usg=AOvVaw3Nm09uxPRdlZxBSKL5gol\\_](https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://digitallibrary.un.org/record/657905%3Fln%3Den&ved=2ahUKEwi_pNatnPqMAxUXTqQEHiWokMQFnoECBgQAQ&usg=AOvVaw3Nm09uxPRdlZxBSKL5gol_)

3 [https://www.ipinst.org/wp-content/uploads/2010/01/pdfs\\_summary\\_policereformreport.pdf](https://www.ipinst.org/wp-content/uploads/2010/01/pdfs_summary_policereformreport.pdf)

4 [https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.ipinst.org/wp-content/uploads/2010/01/pdfs\\_summary\\_policereformreport.pdf&ved=2ahUKEwifnY\\_bnPqMAxWjUqQEHS0kKDsQFnoECB0QAQ&usg=AOvVaw1zTbweZtebU6cJX9kbi0AF](https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.ipinst.org/wp-content/uploads/2010/01/pdfs_summary_policereformreport.pdf&ved=2ahUKEwifnY_bnPqMAxWjUqQEHS0kKDsQFnoECB0QAQ&usg=AOvVaw1zTbweZtebU6cJX9kbi0AF)

about reforming institutions of the judiciary, police, civil service and such others, the IPOA was instituted. To date, IPOA is the second civilian led policing oversight institution in Africa, after the Independent Police Investigative Directorate (IPID) in South Africa.

The Constitution of Kenya 2010 under Article 239 (5) stipulates that all security organs are subordinate to civilian authority. Article 244 of the Constitution of Kenya, stipulates that the NPS shall endeavour for professionalism and discipline, promote and practice transparency and accountability. Further, Constitution of Kenya requires the Service to comply with constitutional standards of human rights and fundamental freedoms and dignity. This is the fulcrum on which IPOA is hinged.

In order to bring into effect these fundamental provisions of Constitution of Kenya, it became critical that a civilian oversight mechanism be put in place to monitor how the Service executes its mandate.

The signing of the Agreement on the Principles of Partnership of the Coalition Government on 28th February 2008, led to the Kenya National Dialogue and Reconciliation (KNDR) which saw a raft of measures put in place to end the political crisis. Among these were constitutional, legal and institutional reforms which included the establishment of IPOA.

### 1.3.6 Police Reforms After the Establishment of IPOA

The Police Reforms journey has been of concern with the Government of Kenya taking various reform initiatives over the period. In 2022, the Government commissioned the National Taskforce on Improvement of Terms and Conditions of Service for the Members of the National Police Service and Kenya Prison Service, which was chaired by Chief Justice (Emeritus) David Maraga. Based on its several interventions and milestones in Police Accountability across the years of its existence, the Authority submitted twenty-six thematic reports to the Taskforce to inform reforms in Police Tooling and Technical Capabilities, Adherence to human rights and rule of law, Gender and Special Groups mainstreaming in the Service as well as improvement of Police Welfare.

The taskforce made a raft of recommendations aimed at improving the service. The Authority is expected to monitor implementation of the recommendations touching on the Service. Further, specific recommendations touching on the Authority include:

- i) Decentralisation of IPOA services to the county level,
- ii) Processing complaints emanating from the National Forensic Laboratory,
- iii) Harmonisation and demarcation of legal instruments on the mandate of DCI, IAU and IPOA
- iv) Developing oversight modules for inclusion in the NPS training curriculum and to inculcate critical aspects of human rights and fundamental freedoms in the execution of the Service mandate
- v) The IG to facilitate civilian oversight processes as set out in the Constitution of Kenya and statute, and ensure honouring of summons issued by IPOA in execution of its mandate
- vi) The IG to similarly allow unconstrained access to police premises, including training

institutions, by officers of IPOA to enable them to carry out inspections and monitor police operations

## 1.4 Methodology of Developing the Strategic Plan

The Strategic Plan has been prepared in line with the revised guidelines for preparation of the fifth-generation Strategic Plan 2023-2027. The formulation was undertaken through a process involving the following steps:

### A. Step One: Initiation of the Strategic Planning Process

During the initiation process, the following activities were undertaken;

- i. Appointment of the Technical Committee
- ii. Development of an action matrix to provide a roadmap to the Technical Committee
- iii. Briefing of IPOA staff on the Strategic Plan development journey
- iv. End term evaluation of the Strategic Plan 2018-2024
  - a. Literature review
  - b. Development of data collection tools
  - c. Administration of the data collection tools
  - d. Data analysis and drafting of end-term evaluation report of the Strategic Plan 2018-2024
- v. Validation of the end term evaluation report by staff and management and incorporation of comments.

### B. Step Two: Strategic Plan Development

The leadership appointed a technical committee on the development of the strategic plan. The committee:

- i. Defined the context informed by the analyses of applicable global, regional, and national policies, legal and regulatory frameworks;
- ii. Reviewed the organization's mission, vision, goals, core values, and quality policy statement and the organization's external and internal contexts;
- iii. Identified the organization's stakeholders, strategic issues, strategic goals, Key Result Areas (KRAs), strategic objectives, strategies, and activities;
- iv. Developed and described the implementation and coordination framework for the implementation and execution of the Plan;
- v. Developed a comprehensive strategic risk management framework;
- vi. Described the resource requirements and mobilisation strategies;
- vii. Described the Plan's Monitoring, Evaluation and Reporting Framework;
- viii. Developed the draft Strategic Plan 2025-2030.

### C. Step Three: Strategic Plan Validation

The Draft Plan was subjected to internal and external stakeholders for validation, and their views were incorporated into the final draft. Thereafter, the revised Plan was submitted to the Board for final review and approval.

### D. Step Four: Finalization and Dissemination of the Strategic Plan

This included:

- i. Publishing and printing of the Strategic Plan;
- ii. Launching of the Strategic Plan for dissemination and implementation.



*Above: IPOA Board during the stakeholder validation forum for the Strategic Plan.*

*Below: The IPOA Board and management during the internal validation of the Plan.*



## CHAPTER 2: STRATEGIC DIRECTION

This chapter focuses on defining the Authority's core purpose and guiding principles. The chapter outlines IPOA mandate, vision, mission, and strategic goals. This chapter also includes the Quality Policy Statement, demonstrating commitment to continuous improvement. Together, these components provide a cohesive direction that supports the institution's alignment with various global, regional and national development aspirations and blueprints and especially the BETA and the Fourth Medium Term Plan (MTP IV) under Vision 2030.

### 2.1 Mandate

The Independent Policing Oversight Authority is established pursuant to the Independent Policing Oversight Authority Act, Cap 86 Laws of Kenya. Its main function is to provide for civilian oversight over the work of the police.

The Objectives of the Authority as set out in Section 5 of its constitutive Act are to:

- (a) Hold the Police accountable to the public in the performance of 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 Service.

### 2.2 Vision

A trusted and transformative civilian oversight Authority that promotes accountability and professionalism in policing.

### 2.3 Mission

To promote accountability and professionalism in the National Police Service through independent and impartial investigations, inspections, audits, monitoring of the Service and collaboration on civilian oversight.

### 2.4 Strategic Goals

The Authority Strategic Goals during this period shall be;

- a. A professional police service that complies with human rights standards and the rule of law.
- b. Improved public trust and confidence in the NPS and IPOA.
- c. Enhanced level of awareness on IPOA mandate.
- d. Sustainable partnerships and collaboration towards civilian oversight.
- e. Strengthened institutional capacity for effective service delivery.
- f. Data and evidence-driven civilian oversight mechanism.

## 2.5 Core Values

**Independence:** The Authority, in execution of its mandate, shall be guided by the rule of law and make impartial decisions without external interference.

**Accountability:** The Authority shall exercise due care and undivided loyalty; commit to the highest level of trustworthiness and transparency while executing its mandate.

**Professionalism:** The Authority commits to comply with laid down professional standards, and guarantee privacy and confidentiality of clients' information while executing its mandate.

**Inclusivity:** The Authority shall ensure that all persons, regardless of their background, identity, or abilities, are served, respected and valued.

**Accessibility:** The Authority shall, without discrimination, make available its services to all.

**Integrity:** The Authority will uphold honesty and strict adherence to statutory, administrative and institutional standards in the execution of its mandate.

## 2.6 Quality Policy Statement

The Authority will promote robust civilian oversight to guard public interest in policing through:

- (a) Responsive and independent complaints management, investigations, inspections and monitoring of police operations.
- (b) Observance and ensuring compliance to human rights standards in civilian policing oversight and commitment to international best practices.
- (c) Effective stakeholders' engagement, awareness creation and outreach.
- (d) Strengthening institutional capacity for effective people-centred service delivery.
- (e) Conducting research for knowledge generation.
- (f) Provision of evidence-based policy recommendations.

*IPOA Board during the formative drafting stages of the Strategic Plan.*



## CHAPTER 3: SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter presents a comprehensive situational analysis to provide a clear understanding of the context within which the Authority operates, serving as a foundation for the strategic plan development. It evaluates the external and internal environments, alongside governance, resources, and stakeholder dynamics, to identify strengths, weaknesses, opportunities, and threats that influence the organization's performance and strategic direction.

The external environment is examined through the lens of macro and micro factors, focusing on political, economic, social, technological, legal, and environmental trends, as well as industry-specific conditions and competitive forces. The internal environment is assessed by analysing governance and administrative structures, internal business processes, and resource capabilities, highlighting the organization's capacity to deliver on its mandate. An analysis of past performance reviews the achievements and challenges encountered in the previous strategic period, offering lessons for future planning. Additionally, a stakeholder analysis identifies key partners and their interests, expectations, and contributions to the organization's goals.

### 3.1 Situational Analysis

#### 3.1.1 External Environment

Analysis of the external working environment of IPOA was conducted using Political, Economic, Social, Technological, Environmental and Legal (PESTEL) model to identify trends that are likely to affect achievement of its strategic objectives.

##### 3.1.1.1 Macro-Environment

The analysis of IPOA's external working environment highlights key macro-environmental factors likely to impact the achievement of its strategic objectives including;

**Political:** IPOA faces opportunities and challenges arising from heightened political activities, ongoing police reform frameworks, and the evolving dynamics within the criminal justice sector. These developments demand that IPOA strengthens its oversight capacity while navigating political sensitivities. Further, the Bottom-Up Economic Transformation Agenda (BETA) emphasizes security and justice as enablers of inclusive growth, positioning IPOA as a critical actor in supporting good governance and development.

**Economic:** The Authority must contend with budget cuts, taxation policies, and broader fiscal adjustments that constrain public sector spending. These factors, compounded by a high cost of living, demand strategic resource allocation and operational efficiency.

**Social:** The Authority must respond to pressing societal issues as it carries out its mandate. Mental health issues in both National Police Service (NPS) officers and IPOA staff affect performance, decision-making, and overall wellbeing, highlighting the need for institutional support systems. Rising crime rates and widespread corruption further strain policing efforts and undermine public trust, reinforcing the importance of effective oversight. Unemployment, particularly among the youth, fuels social unrest and crime, placing additional pressure on law enforcement and IPOA's monitoring role. Deeply entrenched cultural beliefs and practices influence public perceptions of justice, sometimes clashing with modern policing standards and hampering reform efforts.

The spread of misinformation and disinformation, especially through social media, distorts public understanding of police operations and IPOA's work, potentially inciting public unrest or undermining legitimacy. Meanwhile, the erosion of human rights and civic freedoms raises alarm about abuses of power and emphasizes IPOA's role in protecting citizen rights. Lastly, ethnic marginalization contributes to notions of exclusion and mistrust in state institutions, affecting how communities engage with law enforcement and oversight bodies. Together, these social dynamics shape IPOA's environment, demanding culturally sensitive, rights-based, and community-centered approaches to police oversight.

**Technology:** Advancement in ICT infrastructure offer opportunities to modernize oversight operations and enhance data collection and public engagement. However, the rise of cybercrime and the growing influence of social media in shaping public perception of police behaviour present new risks and responsibilities. Environmentally, the impacts of climate change and regional instability underscore the need for flexible oversight frameworks, while participation in regional civilian oversight initiatives provides opportunities for collaboration and learning.

**Environmental:** Climate change, with its associated impact such as floods and drought, has a direct effect on security dynamics. Natural disasters often lead to displacement, resource-based conflicts, and increased vulnerability, especially in marginalized communities, situations that can result in more frequent or contentious interactions with the police. The Authority must be prepared to oversight policing in these high-stress scenarios to ensure that law enforcement actions remain humane, lawful, and proportionate.

**Legal:** The legal environment in which IPOA operates is shaped by a complex and evolving framework of laws and regulations. Conflicting and overlapping legal provisions create ambiguity in roles and responsibilities, hindering effective oversight. The implementation of IPOA General Regulations continues to face challenges, necessitating clearer guidelines and enforcement mechanisms. Ongoing legal and statutory reviews, including the Security Services Amendment Bill 2023, signal potential shifts in IPOA's expanded mandate, requiring the Authority to realign its functions and structure accordingly. Additionally, there is a growing need for harmonisation of the IPOA Act, National Police Service (NPS) Act, National Police Service Commission (NPSC) Act, and other relevant legislation to eliminate duplication, streamline operations, and enhance synergy among justice sector institutions. Navigating this dynamic legal landscape demands proactive legal reform engagement and institutional flexibility from IPOA.

3.1.1.2 Summary of Opportunities and Threats

The analysis of opportunities and threats reveals key environmental factors influencing IPOA's strategic direction. These issues are summarised in Table 3.1 below

Table 3.1: Summary of Opportunities and Threats

Environmental Factors	Opportunities	Threats
Political	<ul style="list-style-type: none"><li>Political changes</li><li>BETA Priorities</li><li>Commitment from Political leaders</li><li>Police reform frameworks</li><li>Independent and interdependence of the Criminal Justice Sector</li></ul>	<ul style="list-style-type: none"><li>Political changes</li><li>Heightened political activities</li><li>Enforced disappearance and extrajudicial killing</li><li>Political interferences</li></ul>

Economic	Funding and support from Partners	<ul style="list-style-type: none"> <li>Budget cuts and rationalization</li> <li>Insufficient budget allocation</li> <li>Taxation policy</li> <li>High cost of living</li> <li>Changes in fiscal policy</li> </ul>
Social	<ul style="list-style-type: none"> <li>Community policing Nyumba Kumi, Social/ Community justice centres</li> <li>County Policing Authorities</li> <li>Community-IPOA-NPS engagement</li> </ul>	<ul style="list-style-type: none"> <li>Mental Health Issues</li> <li>Crime rates</li> <li>Corruption</li> <li>Unemployment</li> <li>Cultural beliefs and practices</li> <li>Alcohol and drug abuse</li> <li>Public perception of IPOA and NPS</li> </ul>
Technological	<ul style="list-style-type: none"> <li>Social Media Use in Policing</li> <li>Advancement in ICT infrastructure, software, systems and Artificial Intelligence (AI)</li> </ul>	Cyber Attacks
Operating Environment	<ul style="list-style-type: none"> <li>Regional civilian policing oversight model institution</li> <li>Presence in Huduma Centres</li> <li>Local Media Stations optimisation</li> </ul>	Climate change, floods and droughts
Legal	<ul style="list-style-type: none"> <li>Expanded mandate</li> <li>General IPOA regulation gazette-ment</li> <li>Legal reviews/statutory mandate</li> <li>Security Services Amendment Bill 2023</li> <li>International legal framework</li> </ul>	<ul style="list-style-type: none"> <li>Conflicting and overlapping laws</li> <li>Statutory Powers being reduced</li> <li>Increase in legal suits against the Authority</li> </ul>

## 3.1.2 Internal Environment

### 3.1.2.1 Governance and Administrative Structures

The Authority has a fully operational Board that is well constituted; the Independent Policing Oversight Board that is responsible for overseeing the policy and strategic direction and governance of the Authority. The Authority has an elaborate organizational structure that is well-defined within the approved human resource instruments as provided for by the Public Service Commission. The Director/Chief Executive Officer is responsible for the day-to-day management of the affairs of the Authority. The Authority is structured in 7 directorates and 6 stand-alone divisions. The head office is located in Nairobi and has 9 operational regional offices in Garissa, Meru, Nyeri, Nakuru, Eldoret, Kakamega, Kisumu, Mombasa and Nairobi which covers all the 47 counties in Kenya.

### 3.1.2.2 Internal Business Processes

The Authority has a well-established and fully operational internal business systems. A complaints intake mechanism, which includes a call Centre with a toll-free number (1559) that facilitates the lodging of complaints and other channels such as emails, websites, chatbot and social media platforms are also available for complaints intake and providing feedback to clients.

The Authority has an Enterprise Content Management (ECM) system, primarily used for managing complaints, investigations, inspection of police facilities and premises and monitoring

of policing operations. The system is upgraded with features such as SMS feedback, a reporting module, and a user portal. In addition, the Authority uses an Enterprise Resource Planning (ERP) system to streamline the support functions including; Human Resource, financial and supply chain management. Further, IPOA has a Data Centre and an off-site secondary Disaster Recovery site.

To enhance security management, IPOA has put in place measures to safeguard its staff, infrastructure and equipment through the installation of security surveillance equipment, biometrics and a fully-fledged security department. The Authority has an internal audit and risk management department which assesses internal risks guided by an enterprise risk management framework and provides recommendations for mitigation, guaranteeing quality assurance for business continuity.

### 3.1.2.3 Resources and Capabilities

Resources and capabilities are essential components of the Authority's ability to realize its mandate. Harnessing these resources and capabilities such as collective skills, knowledge, competencies and intellectual expertise is crucial to enable the Authority perform its functions and achieve the stated objectives.

**Financial Resources:** The Authority predominantly relies on Exchequer funding to finance its operations. The Authority funding has increased over the years. However, the budget line for implementation of the planned activities remain insufficient. The Authority remains open to adoption of alternative funding through its resources mobilization strategies to complement exchequer funding.

**Human Resources:** The Authority has a multi-skilled human resource to handle the demanding nature of policing oversight work. However, the Authority's current total staffing is 287 against an approved establishment of 1,377. This number is grossly inadequate to provide oversight the work of over 130,000 police officers.

**Physical Resources:** IPOA operates on rented premises that house their offices across the regional locations. The Authority has a total of 42 motor vehicles spread across the 10 regional offices which facilitate field operations. There is also a shortage in ICT equipment such as computers, monitoring equipment, workstations and telephony and reliable internet connection.

### 3.1.3 Summary of Strengths and Weaknesses

The analysis of IPOA's strengths and weaknesses highlights key internal factors impacting its performance. Strong governance and administrative structures, including a functional Board and statutory mandate, are key strengths, though limited grassroots presence and challenges in Board transitions pose weaknesses. Internal processes such as a robust complaints intake mechanism, ECM, and ERP systems enhance operational efficiency, but high maintenance costs and limited knowledge management hinder optimisation. Resource and capability strengths include a growing budget allocation, competitive remuneration, and a skilled workforce supported by adequate field resources. However, gaps in human capital, capacity-building budgets, ICT equipment, and specialised skills availability, along with budget rationalisation, limit operational capacity.

Table 3.2: Summary of Strengths and Weaknesses

Internal Factors	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"><li>• Functional IPOA Board</li><li>• Statutory Mandate</li><li>• Functional secretariat</li><li>• Approved staff establishment</li></ul>	<ul style="list-style-type: none"><li>• Limited regional reach</li><li>• Lack of smooth transition after Board exit</li></ul>
Internal Business Processes	<ul style="list-style-type: none"><li>• Complaints intake mechanism</li><li>• Enterprise Content Management (ECM) system</li><li>• Enterprise Resource Planning (ERP)</li></ul>	<ul style="list-style-type: none"><li>• Limited Budgetary allocation</li><li>• Low level of knowledge management</li><li>• Weak feedback systems</li></ul>
Resource and Capabilities	<ul style="list-style-type: none"><li>• Approved staff establishment</li><li>• Competitive remuneration</li><li>• Motor vehicles for field activities</li><li>• Competent and dedicated staff</li><li>• Growing exchequer budget allocation</li></ul>	<ul style="list-style-type: none"><li>• Inadequate human capital</li><li>• Inadequate capacity-building budget</li><li>• Inadequate ICT Equipment</li><li>• Low supply of specialized skills in the market</li><li>• Budget rationalization</li><li>• Aging motor vehicles</li></ul>

3.1.4 Analysis of Past Performance

3.1.4.1 Key Achievements

The End-Term Evaluation of IPOA’s Strategic Plan 2019-2024 revealed a high success rate in the Authority’s efforts to enhance police accountability, foster stakeholder collaboration, and build institutional capacity. The evaluation was conducted internally and employed an output-based approach, resulting in an overall performance score of 92%. IPOA demonstrated substantial progress in each of the Key Result Areas (KRA), contributing to its mandate of fostering accountability and professionalism within the National Police Service (NPS). The evaluation, incorporating feedback from the Authority’s stakeholders and staff as well as the analysis for the performance metrics, provides an exhaustive overview of IPOA’s accomplishments, challenges, and lessons learned over the strategic plan implementation period.

- i. **Police Accountability (72%):** Significant progress was made in handling complaints, conducting investigations, monitoring police operations, and inspecting police premises. This work advanced IPOA’s core mission, despite non-cooperation challenges from the NPS. In the previous strategic plan period, 12,732 complaints out of 20,112 received were successfully resolved, contributing to fair and timely justice. Upon investigations, the Authority recommended 773 files to the ODPP for action, resulting in 33 convictions. IPOA also monitored 514 policing operations and inspected 3,854 police premises and detention facilities, and made policy recommendations which improved compliance with human rights standards.
- ii. **Stakeholder Cooperation and Complementarity (128%):** IPOA forged strong relationships with state actors, non-state actors, and development partners, enhancing visibility and public awareness of its mandate.
- iii. **Research and Information Management (81%):** IPOA’s commitment to evidence-based policy and strategy was underscored by its efforts to gather empirical information to inform its oversight role, contributing to IPOA’s goal to be a data-driven oversight institution.

- iv. **Institutional Capacity (87%):** Strengthening human resource capacity, decentralising services, promoting corporate governance, finalising regulations, and investing in infrastructure allowed IPOA to boost its operational efficacy and organisational resilience.

IPOA's achievements were supported by employees' dedication, strong management, and robust internal processes, including goal setting, departmental target discussions, and a proactive approach to stakeholder cooperation. Staff training, resource availability, and alignment of IPOA's mission and vision with its mandate further contributed to positive outcomes. Stakeholders assessed IPOA's effectiveness in enhancing police accountability at **62.5%**, professionalising the police service at **52.5%**, and improving public confidence in policing at **45%**.

#### 3.1.4.2 Challenges

The implementation of the strategic plan encountered a range of significant challenges, broadly grouped into several categories;

- a) **Financial Constraints:** Financial constraints hampered prompt field operations, stakeholder engagement, awareness creation and procurement of essential equipment and recruitment of staff in line with the staff establishment.
- b) **Human Resource Challenges:** Implementation was hampered by understaffing, heavy workload that led to employee burnout, high staff turnover and limited staff training opportunities.
- c) **Non-Cooperation by NPS:** Non-cooperation from the National Police Service (NPS) in the form of refusal to provide information, denied access to police premises and facilities, failure to honour summons and interference of witnesses posed a significant barrier in realizing the Authority's mandate.
- d) **Overlapping mandate:** a) Overlapping mandate between IPOA and NPS reduced the effectiveness of the investigations into police misconduct through deliberate delay, claims of excessive oversight by member of the National Police Service among others.

#### 3.1.4.3 Lessons Learnt

Below is the summary of the lessons learnt from the implementation of IPOA's strategic plan;

- (a) **Adaptability and realistic target setting:** Setting achievable targets with available resources while remaining flexible and resilient is essential.
- (b) **Resource Mobilisation:** Exploring alternative resource mobilisation strategies is crucial for the effective implementation of the strategic plan.
- (c) **Stakeholder Engagement and Cooperation:** Maintaining independence and integrity while fostering positive relations with the NPS and other stakeholders is essential.
- (d) **Accountability and Transparency:** Streamlining accountability, impartiality, and consistency are critical essentials for effective civilian oversight of NPS.
- (e) **Staff Participation and Sensitisation:** Active staff participation, understanding of the Strategic Plan, and continuous training are vital for effective implementation.

- (f) **Public Awareness:** Continuous public sensitization is critical in building public trust for ultimate realization of the Authority's mandate.
- (g) **Inter-Departmental Collaboration:** Strong inter-departmental synergy and teamwork are necessary for unified progress toward goals.
- (h) **Monitoring and Evaluation:** Regular progress reviews to identify performance gaps and make timely adjustments ensure that the strategic goals remain aligned with IPOA's mandate.
- (i) **Feedback:** Regular review of feedback from stakeholders and provision of feedback to stakeholders contributes to improvement of Authority's image.

The Authority will mainstream these crucial lessons across all the strategies to enhance areas of under-performance in the current strategic period. To address the under-performance in the previous plan, the Authority commits to continuously engage with NPS, enhance the turnaround time in investigation, enhance the level of awareness of IPOA's mandate, and enhance resource mobilization to address the funding gaps.

### 3.2 Stakeholder Analysis

Stakeholders play an important role in the Authority's ability to deliver on its strategy and meet customer expectations. The Authority commits to partner and collaborate with relevant stakeholders to realise its mandate. A summary of the stakeholder analysis is as shown in table below:

Table 3.3: Stakeholder Analysis

No.	Name of the Stakeholder	Stakeholder Expectation	IPOA Expectation
1	The general public	<ul style="list-style-type: none"> <li>Professional and Account-able police service</li> <li>Timely resolution of com-plaints</li> </ul>	<ul style="list-style-type: none"> <li>Timely reporting of com-plaints</li> <li>Feedback on performance</li> </ul>
2	Office of the President	Implement the mandate of civilian police oversight to professionalize the Service	Continued support for realization of IPOA mandate
3	Parliament (Senate and National Assembly) and Relevant Departmental committees including Administration and Internal Affairs, Justice and Legal Affairs, Budget and Appropriation, Delegated legislation, Parliamentary Accounts Committee among others.	<ul style="list-style-type: none"> <li>Proposals for legal reviews</li> <li>Compliance and implemen-tation of policing laws</li> </ul>	<ul style="list-style-type: none"> <li>Funding of programs and activities</li> <li>Regular legal review to address emerging policing issues</li> </ul>

No.	Name of the Stakeholder	Stakeholder Expectation	IPOA Expectation
4	Ministry of Interior and National Administration	<ul style="list-style-type: none"> <li>Statutory reports on the performance of the Authority</li> <li>Impartial Oversight and reporting of civilian oversight</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation in executing the mandate</li> <li>Speedy feedback on submitted reports</li> <li>Implementation of IPOA Recommendations</li> <li>Collaboration in the implementation of police reforms on external accountability</li> <li>Outreach activities on policing</li> </ul>
5	National Police Service (NPS)	<ul style="list-style-type: none"> <li>Cooperation and complementarity</li> <li>IPOA to make recommendations aimed at reforming the service</li> <li>Independent, impartial and fair handling of complaints, investigations, inspections of police facilities and monitoring of policing operations</li> <li>Review, monitor and audit the IAU of the police Service</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation and complementarity.</li> <li>Notification of deaths and serious injuries</li> <li>Implementation of recommendations by the Authority.</li> <li>Regular feedback on the implementation of Recommendations.</li> <li>Provision of documents and exhibits for investigation.</li> <li>Access to police facilities and premises</li> </ul>
6	National Police Service Commission (NPSC)	<ul style="list-style-type: none"> <li>Make recommendations aimed at improving police welfare (terms of service, housing, allowances, transfers, promotions and training)</li> <li>Independence and fair handling of complaints against members of the NPS</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation and complementarity.</li> <li>Implementation of recommendations by the Authority.</li> <li>Regular feedback on the implementation of recommendations</li> <li>Referrals of welfare-related complaints</li> </ul>
7	Office of the Director of Public Prosecutions (ODPP)	Cases that meet the evidential threshold	<ul style="list-style-type: none"> <li>Cooperation and complementarity</li> <li>Speedy review of files and effective prosecution</li> </ul>
8	Judiciary	Cases that meet the evidential threshold	Expeditious and just hearing and disposal of cases
9	National Treasury	Prudent utilisation of funds	Adequate allocation and timely disbursement of funds
10	Other Security Agencies	Partnership and Collaboration	Partnership and collaboration
11	Constitutional Commissions and Independent Offices	Partnership and Collaboration	<ul style="list-style-type: none"> <li>Partnership and collaboration</li> <li>Knowledge sharing</li> </ul>
12	County Governments and County Assemblies	<ul style="list-style-type: none"> <li>Partnership and Collaboration</li> <li>Performance reports</li> </ul>	<ul style="list-style-type: none"> <li>Partnership and collaboration</li> <li>Timely feedback on reports</li> </ul>
13	The Office of the Government pathologist	Partnership and Collaboration	Partnership and collaboration
14	Government Chemist	Partnership and Collaboration	Partnership and collaboration

No.	Name of the Stakeholder	Stakeholder Expectation	IPOA Expectation
15	Ministry of Health	Partnership and Collaboration	<ul style="list-style-type: none"> <li>• Availing data and relevant evidence for investigations.</li> <li>• Collaboration in investigations</li> <li>• Provision of psychosocial services</li> </ul>
16	Witness Protection Agency	Partnership and Collaboration on witness protection	Partnership and collaboration on witness protection
17	Ethics and Anti-corruption Commission (EACC)	Partnership and Collaboration	<ul style="list-style-type: none"> <li>• Partnership and collaboration in the fight against corruption</li> <li>• Referral of complaints</li> </ul>
18	Media	Effective coverage of the Authority's related messages and awareness creation	<ul style="list-style-type: none"> <li>• Fair coverage</li> <li>• Provide checks and balances</li> </ul>
19	Development partners (IJM, US Embassy, Tetra-Tech International REINVENT Programme, GIZ, OHCHR IMLU, among others)	<ul style="list-style-type: none"> <li>• Effective implementation of the Authority's mandate</li> <li>• Police accountability</li> <li>• Compliance with human rights standards in policing</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Support in the facilitation of activities and programmes</li> <li>• Acquisition of key infrastructure, ICT equipment and talent</li> </ul>
20	Civil Society Organizations, Faith-Based Organizations and professional bodies	<ul style="list-style-type: none"> <li>• Promote professionalism and accountability in the NPS</li> <li>• Performance reports</li> <li>• Speedy handling of complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Provide checks and balances</li> <li>• Advocacy in respect to the rule of law and compliance with human rights standards</li> </ul>
21	National Crime Research Centre (NCRC)	Provision of relevant data and information	<ul style="list-style-type: none"> <li>• Sharing of crime research findings and recommendations</li> <li>• Collaboration in the implementation of research studies</li> </ul>
22	Kenya National Commission on Human Rights	Provision of relevant data and information	<ul style="list-style-type: none"> <li>• Sharing of Human Rights violations data</li> <li>• Referral on complaints</li> <li>• Participation of the KNCHR chairperson in IPOA Board</li> </ul>
23	Council of Governors (CoG)	Sharing of statutory reports	Facilitation of dialogue sessions and sensitization on IPOA mandate
24	National Authority for the Campaign Against Alcohol and Drug Abuse (NACADA)	<ul style="list-style-type: none"> <li>• Collaboration in monitoring police operations in the fight against alcohol and drug abuse.</li> <li>• Partnership in alcohol and drug abuse in IPOA</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in monitoring police operations in the fight against alcohol and drug abuse.</li> <li>• Partnership in alcohol and drug abuse in IPOA</li> <li>• Rehabilitation of affected police officers and staff</li> </ul>
25	National Gender and Equality Commission	Provision of relevant data and information	Referral of complaints
26	Commission on Administrative Justice	<ul style="list-style-type: none"> <li>• Referral of complaints</li> <li>• Reporting on Access to Information Interventions</li> </ul>	Referral of complaints

No.	Name of the Stakeholder	Stakeholder Expectation	IPOA Expectation
27	National Council on Administration of Justice (NCAJ)	<ul style="list-style-type: none"> <li>Sharing of annual reports</li> <li>Active participation in the various NCAJ committees</li> </ul>	Continued collaboration with the criminal justice sector actors
28	International and regional civilian oversight and human rights bodies, e.g. IOPC, IPID, African Commission on Human and People's Rights, APCOF, UN special rapporteurs, working groups,	<ul style="list-style-type: none"> <li>Experiential learning and benchmarking</li> <li>Sharing on human rights best practices</li> </ul>	<ul style="list-style-type: none"> <li>Experiential learning and benchmarking</li> <li>Sharing on human rights best practices</li> </ul>



Above: The IPOA Chairperson addressing participants during an internal validation of the Plan.

Below: IPOA Management during an internal validation of the 2025-2030 Strategic Plan.



## CHAPTER 4: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter identifies critical strategic issues and opportunities that directly affect the Authority's mission and vision. These issues form the basis for setting strategic goals in this plan which are general qualitative targets to be achieved by the end of the Plan. Each goal is linked to specific Key Result Areas (KRAs), which will help the Authority to focus on high-priority areas and track performance. IPOA uses the strategic model to organise goals and monitor the success of strategies through KRAs, ensuring that all activities align with larger national and international goals including Kenya's Vision 2030, BETA's core pillars, SDGs among others.

### 4.1 Strategic Issues

The Authority identifies 6 strategic issues for its intervention in the period 2025 – 2030. The issues are:

#### 4.1.1 Non-professionalism and non-adherence to human rights standards and the rule of law.

Cases of police misconduct continue to rise despite the efforts and interventions to deter the occurrences by actors in the criminal justice system. The NPS is expected to uphold high standards of professionalism in line with Article 244 of the Constitution of Kenya. However, members of the public have continued to report cases of being mishandled and not being served in the police stations and some end up experiencing torture at the hands of the police, which points to non-compliance with professional standards.

Further, the Authority continues to document incidents of violations of human rights by police officers. The non-adherence to Article 49 of the Constitution of Kenya on Rights of Arrested Persons by the police, cases of inhumane treatment of detainees in police custody and continued use of excessive force in policing operations affecting members of the public are clear pointers to a Service that is yet to embrace the philosophy of Human Rights Policing. Such violations form a sizable portion of the complaints lodged at the Authority.

#### 4.1.2 Low public trust and confidence with the NPS and IPOA

Public trust and confidence in the NPS remain low, with the Strategic Plan 2019-2024 end term evaluation rating it at 45%. The poor rating is attributed to perceived ineffectiveness and unresponsiveness of the Service, increased incidents of police brutality and excesses, past experiences of harassment and extortion by the Police and lack of fairness in the Service. Continued allegations of extra-judicial killings and enforced disappearances associated with the police continue to erode public trust and confidence in the Service. The increasing cases of police misconduct, delayed investigations and weak feedback mechanisms have resulted in low levels of public trust and confidence in IPOA.

#### 4.1.3 Low level of awareness of IPOA mandate

Despite the Authority's existence for over 12 years, the level of awareness on the mandate remains low, characterized by low understanding of complaints handling mechanisms, lodging of non-mandate complaints and a low level of reporting of all cases of police misconduct to the Authority which reduces IPOA's effectiveness in addressing police abuse of power. There also exists a proportion of the population that is unaware of the existence of a civilian policing oversight mechanism in the country.

#### 4.1.4 Limited Strategic partnerships

IPOA's unique mandate requires close collaboration with various stakeholders especially in the criminal justice system. Constrained Exchequer allocation continues to hinder achievement of IPOA's targets which makes it imperative to explore strategic partnership for potential funding and other forms of support. Further, there is a need to leverage unique strengths of various stakeholders by IPOA to advance its agenda especially in awareness creation, information sharing, resource mobilisation and advocacy towards professionalisation of the NPS.

#### 4.1.5 Inadequate capacity

The Authority is mandated to provide oversight over the work of the National Police Service, whose reach is spread all over the country. To realise its mandate and effectively implement the envisaged activities, the Authority needs to strengthen its capacity in terms of financial, human, technological and physical resources. The Authority's current total staffing is 289 against an approved establishment of 1377. This number is grossly inadequate to provide oversight the work of over 130,000 police officers nationwide.

In addition, with a 32% growth in the staff strength between 2018 and 2024, the Authority is experiencing congestion and overcrowding in its current offices. This situation will aggravate with the implementation of the 2023 Public Service Commission (PSC) approved staff establishment of 1377, if necessary measures are not taken.

Further, the Authority has presence in nine regional offices and is expected to provide oversight over the work of the police who are spread across the country with over 3000 police facilities located in 1450 wards in Kenya. To enhance the Authority's capacity for service delivery, it is therefore critical to strengthen its physical presence through decentralization of its services to more regions and ensure adequate equipping of its offices.

The Authority is facing financial resource challenges due to a myriad of factors including competing priorities from different government departments and agencies. The Authority therefore lacks sufficient budget to implement and undertake its planned activities.

Digitisation and automation of IPOA services which is critical to service delivery remain a challenge for the next strategic phase. The Authority endeavours to continue with its digitisation journey to improve its responsiveness to members of the public and in line with BETA priorities.

#### 4.1.6 Limited knowledge management on civilian policing oversight

Civilian policing oversight being a relatively new concept in Africa, suffers inadequacy of empirical data. In addition, the data generated by the Authority is yet to materialise into meaningful insights that ensure a data and information-driven civilian policing oversight mechanism. Gathering, processing, storage, retrieving and disseminating information remains a challenge. Measuring the impact made by IPOA over the years faces limitations in terms of tools, methodology and resources for ensuring accurate tracking, measurement and documentation. Quality of evidence-based policy formulation as well as continuous learning also remain pertinent issues for consideration.

### 4.2 Strategic Goals

In addressing the strategic issues identified, the Authority will seek to achieve the following

strategic goals;

1. A professional police service that complies with human rights standards and the rule of law;
2. Improved public trust and confidence in the NPS and IPOA;
3. Enhanced level of awareness on the IPOA mandate;
4. Sustainable partnerships and collaboration towards civilian oversight;
5. Strengthened institutional capacity for effective service delivery;
6. Data and information-driven civilian oversight mechanism.

### 4.3 Key Result Areas

The following KRAs will drive the achievement of the strategic goals:

1. Enhanced Police Accountability,
2. Enhanced public trust and confidence in IPOA and NPS,
3. Improved strategic partnership and engagement,
4. Strengthened Institutional Effectiveness and Efficiency,
5. Data and Knowledge Generation and Management.

Table 4.1: Strategic Issues, Goals and KRAs

No	Strategic issues	Strategic Goals	Key Result Areas (KRAs)
1	Non-professionalism and non-adherence to human rights standards and the rule of law	A professional police service that complies with human rights standards and the rule of law	Enhanced Police Accountability
2	Low public trust and confidence in the NPS and IPOA	Improved public trust and confidence in the NPS and IPOA	Enhanced public trust and confidence in IPOA and NPS
3	Low level of awareness of the IPOA mandate	Enhanced level of awareness on the IPOA mandate	
4	Limited Strategic partnerships	Sustainable partnerships and collaboration towards civilian oversight.	Improved strategic partnership and engagement
5	Inadequate capacity (Physical, human, financial and technological issues, statutory, corporate governance)	Strengthened institutional capacity for effective service delivery	Strengthened Institutional Effectiveness and Efficiency
6	Limited knowledge management on civilian policing oversight	Data and evidence driven civilian oversight mechanism	Data and Knowledge Generation and Management

# KEY RESULT AREAS

01

## ENHANCED POLICE ACCOUNTABILITY

- Enhanced Compliance by members of the NPS to Human rights standards and rule of law
- Improved complaints resolution
- Enhanced professionalism in the NPS
- Enhanced level of customer satisfaction

## ENHANCED PUBLIC TRUST AND CONFIDENCE IN NPS AND IPOA

- Enhanced level of awareness on IPOA mandate

02

03

## IMPROVED STRATEGIC PARTNERSHIP AND ENGAGEMENT

- Enhanced partnership and collaboration

## ENHANCED INSTITUTIONAL EFFECTIVENESS AND EFFICIENCY

- Improved Staff strength
- Improved Board / Staff performance

04

05

## ENHANCED DATA AND KNOWLEDGE MANAGEMENT

- Enhanced Data and Knowledge management

# CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines the strategic objectives and strategies which serve as a cornerstone for guiding the Independent Policing Oversight Authority (IPOA) in achieving its mandate and addressing the critical challenges identified in its operating environment. It outlines the key areas of focus that will drive IPOA’s efforts to enhance police accountability, promote professionalism and foster public trust in the National Police Service (NPS).

Grounded in IPOA’s vision of realising a trusted and transformative civilian oversight Authority that promotes accountability and professionalism in policing, this chapter translates strategic issues into actionable objectives. These objectives are designed to align with IPOA’s strategic goals while leveraging its institutional strength, strategic partnerships and data-driven approaches to oversight. The strategies accompanying each objective provide a practical roadmap for implementation, detailing how IPOA will allocate resources, engage stakeholders, and measure progress.

## 5.1. Strategic Objectives

The strategic Objectives of the Authority includes:

- i. To promote compliance with human rights standards and the rule of law
- ii. To promote professionalism in the National Police Service
- iii. To enhance the level of customer satisfaction
- iv. To enhance awareness of IPOA mandate
- v. To partner and collaborate towards advancing civilian policing oversight
- vi. To strengthen human capital for effectiveness and efficiency in service delivery
- vii. To strengthen financial sustainability for effective service delivery
- viii. To strengthen internal business processes for effective service delivery
- ix. To promote good governance for effective service delivery
- x. To institutionalize knowledge management for evidence based civilian policing oversight.

Table 5.1 KRAs, Strategic Objectives, Outcomes and Outcomes indicators

KRA 1: Enhanced Police Accountability							
Strategic Objectives	Outcome	Outcome Indicator	1 YR	2 YR	3 YR	4 YR	5 YR
SO 1.1: To promote Compliance with Human Rights Standards and the Rule of Law	Compliance by members of the NPS with Human rights standards and rule of law	The percentage of police officers who commit human rights violations	23%	21%	19%	17%	15%
	Improved complaints resolution	Proportion of complaints resolved	59%	64%	68%	72%	76%
SO 1.2: To promote professionalism in the National Police Service	Enhanced professionalism in the National Police Service	Reduction in the number of complaints	4095	3800	3500	3250	3000

KRA 2: Enhanced Public Trust and Confidence in NPS and IPOA							
SO 2.1: To enhance the level of client satisfaction	Enhanced level of client satisfaction	Customer satisfaction index	51.7%	56.8%	61.8%	67.9%	74.8%
SO 2.2: To enhance awareness creation on the IPOA mandate	Enhanced level of awareness on IPOA mandate	Level of awareness on IPOA mandate	20%	23%	25%	27%	30%
KRA 3: Improved Strategic Partnership and Engagement							
Strategic Objectives	Outcome	Outcome Indicator	1 YR	2 YR	3 YR	4 YR	5 YR
SO 3.1: To partner and collaborate toward advancing civilian oversight	Enhanced partnership and collaboration	Amount of funding received from development partner in million (kes)	200	300	300	300	300
KRA 4: Strengthened Institutional Effectiveness and Efficiency							
Strategic Objectives	Outcome	Outcome Indicator	1 YR	2 YR	3 YR	4 YR	5 YR
SO 4.1: To strengthen human capital for effective and efficient service delivery	Improved Staff strength	Proportion of strength to establishment	25%	32%	40%	47%	54%
	Improved Staff Performance	Staff performance index	65.7%	65.8%	66%	68%	70%
	Improved Staff Index	Employee satisfaction index	57.2%	60%	62.2%	65%	67.2%
	Improved Board effectiveness	Board evaluation index	-				
	Improved Staff productivity	Level of Productivity	-	X <sup>5</sup> +0.25	X+0.5	X+0.75	X+1
	Prudent use of available resources	Audit opinion	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
SO 4.2: To strengthen Internal business processes for effective service delivery	Strengthened Internal business processes and systems	Proportion of internal business process implemented	100%	100%	100%	100%	100%
KRA 5: Data and Knowledge Generation and Management							
Strategic Objectives	Outcome	Outcome Indicator	1 YR	2 YR	3 YR	4 YR	5 YR

5 The value of X will be determined by the next phase of productivity evaluation index

SO 5.1: To institutionalise knowledge management for evidence-based civilian policing oversight	Enhanced Data and Knowledge Management	Level of Knowledge Management	1	2	2	2	3
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## 5.2 Strategic Choices/ Strategies

*Table 5.2: Strategic Objectives and Strategies*

KRAs	Strategies Objective (s)	Strategies
KRA 1: Police Accountability	SO 1.1: To promote compliance with human rights standards and the rule of law.	S1: Enhance compliance with human rights standards and the rule of law
		S2: Enhance sensitisation of NPS on human rights and legal frameworks
		S3: Strengthen the uptake of IPOA recommendations to NPS and other state organs
		S4: Strengthen policies and legal frameworks on policing
KRA 2: Enhanced Public Trust in NPS and IPOA	SO 1.2: To promote professionalism in the police service	S1: Enhance monitoring, review and audit of the investigation and actions of IAU
		S2: Enforce the law on police oversight
	SO 2.1: To enhance the level of client satisfaction	S1: Prevention of police misconduct
		S2: Advocate for citizen participation in policing
		S3: Enhance the feedback mechanism
		S4: Enhancing corporate image and branding
		S5: Enhance corporate social responsibility
	SO 2.2: To enhance awareness on IPOA mandate	S1: Enhance outreach and public education
KRA 3: Strategic Partnership and Engagement	SO 3.1: To partner and collaborate toward advancing civilian oversight	S2: Enhance access to IPOA services
		S1: Foster Strategic Partnership and Collaboration with State and Non-State Actors at the international, regional and national level
KRA 4: Institutional Effectiveness and Efficiency	SO 4.1: To strengthen human capital for effectiveness and efficiency in service delivery	S2: Foster Strategic Partnership and Collaboration with development partners
		S1: Enhance staff strength
		S2: Promote organisational learning and development
		S3: Enhance productivity management
		S4: Enhance Employees' performance management
		S5: Enhance the work environment
	SO 4.2: To strengthen financial sustainability for effective service delivery	S1: Enhance resource mobilisation
		S2: Enhance resource management
	SO 4.3: To strengthen Internal business processes for effective service delivery	S1: Leverage innovative and secure ICT solutions
		S2: Strengthen Authority's Internal business operations
		S3: Enhance asset base

KRA 5: Data and Knowledge Generation and Management	SO 4.5: To promote good governance for effective service delivery	S1: Strengthen institutional policies, compliance with legal and regulatory frameworks
		S2: Enhance compliance with the legal and regulatory framework
		S3: Enhance Board Effectiveness
		S4: Mainstream cross-cutting issues
	SO 5.1: To Institutionalise knowledge management for evidence based civilian policing oversight	S1: Strengthen Monitoring, Evaluation, Reporting and Learning (MERL)
		S2: Strengthen research and surveys on trends, patterns and impact of police misconduct and civilian oversight
		S3: Strengthen reporting and dissemination
		S4: Promote collaboration with academia and research institutions
		S5: Enhanced records and information management
		S6: Enhanced generation and sharing of knowledge



Above: IPOA Board meeting the Regional Security team in Kakamega during the nationwide stakeholder forums held to inform the Strategic Plan development.

Below: IPOA Board during one of the nationwide stakeholder forums held in Mombasa.



# CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

## 6.0 Introduction

The successful execution of IPOA’s Strategic Plan 2025-2030 relies on a well-structured implementation and coordination framework. This chapter outlines the mechanisms to translate strategic objectives into actionable steps through a detailed Implementation Plan. The Plan has an Action Plan Matrix, which identifies strategic issues, goals, objectives, activities, responsibilities, and timelines to ensure clarity and accountability in execution.

Annual work plans and performance contracts will be derived from the strategic plan to maintain alignment and monitor progress. A clear coordination framework will specify leadership roles, resource requirements, and institutional responsibilities to foster collaboration and efficiency.

To optimise resource utilisation, IPOA adopts a strategic approach, ensuring proper allocation of resources, minimizing wastage, and enhancing service delivery. This approach aligns IPOA’s activities with Kenya’s broader development goals, emphasizing value addition and operational efficiency.

Additionally, a risk management framework has been incorporated citing potential risks and mitigating measures, ensuring resilience and adaptability throughout the implementation period. Together, these components provide a robust foundation for achieving the objectives set in this Strategic Plan.

## 6.1 Implementation Plan

The implementation Plan outlines activities, expected outputs, targets, timelines and also ensures alignment with projected resources requirements. It thus acts as an accountability tool for tracking progress throughout the period.

### 6.1.1 Action Plan

Table 6.1 below outlines the Action Plan for the implementation of the objectives, strategies, activities, annual targets, budgets, and responsibilities.

Table 6.1(a): Implementation Matrix

Strategic Issue: Non-adherence to human rights standards and the rule of law																
Strategic Goal: Compliance to human rights standards and the rule of law																
KRA 1: Enhanced Police Accountability																
Outcome: Compliance by NPS to Human rights standards and rule of law																
Strategic Objective: SO 1.1: To promote Compliance with Human Rights Standards and the Rule of Law																
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	1	2	3	4	5	Budget (Kshs.)	1	2	3	4	5	Responsibility
					25/26	26/27	27/28	28/29	29/30		25/26	26/27	27/28	28/29	29/30	Lead
S: 1.1.1 Enhance Compliance with Human Rights Standards and rule of law	Conduct Inspections in police premises and detention facilities	Police premises inspected	No. of police facilities Inspected	7098	1162	1279	1407	1548	1702	68.14	11.15	12.28	13.51	14.86	16.34	DD IMPS SAD IMPS
	Compile inspection and compliance reports	Inspection and compliance reports	No. of Reports compiled	680	100	120	140	150	170	-	-	-	-	-	-	DD IMPS SAD IMPS
	Disseminate the findings	Dissemination forums	Number of dissemination forums	150	22	26	30	34	38	45.00	6.00	8.00	8.00	10.00	13.00	DD IMPS SAD IMPS
S: 1.1.1 Enhance Compliance with Human Rights Standards and rule of law	Monitor police operations	Police operations monitored	No. of Police operations monitored	781	121	180	190	140	150	39.40	6.00	6.60	10.00	8.00	8.80	DD IMPS SAD IMPS
	Compile monitoring reports	Monitoring reports	No. of monitoring reports	781	121	180	190	140	150	-	-	-	-	-	-	DD IMPS SAD IMPS
	Disseminate monitoring reports	Reports disseminated	No. of Reports disseminated	10	2	2	2	2	2	-	-	-	-	-	-	DD IMPS SAD IMPS

Conduct preventive thematic studies	Preventive thematic studies	Number of thematic studies conducted	20	4	4	4	4	4	4	4	10.00	2.00	2.00	2.00	2.00	DD IMPS	SAD IMPS
Disseminate preventive thematic studies	Dissemination briefing sessions	Number of briefing sessions conducted	20	4	4	4	4	4	4	4	-	-	-	-	-	DD IMPS	SAD IMPS
Document complaints on police misconduct	Complaints documented	Proportion of documented complaints	100%	100%	100%	100%	100%	100%	100%	100%	2.52	0.54	0.60	0.66	0.72	SAD C	AD C
Resolve complaints on police misconduct	Complaints resolved	Proportion of complaints resolved through preliminary inquiries	100%	100%	100%	100%	100%	100%	100%	100%	124.20	20.30	22.70	24.90	27.60	SAD C	AD C
Implement the complaints management backlog reduction strategy	Implemented backlog reduction strategy	Proportion of historical backlog cases on complaints management	100%	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	SAD C	AD C
S: 1.1.1 Enhance Compliance with Human Rights Standards and rule of law	Provide psycho-social services to victims, complainants and witnesses of police misconduct	Proportion of victims, complainants and witnesses provided with psycho-social services	100%	100%	100%	100%	100%	100%	100%	100%	12.85	2.50	2.75	2.90	2.85	1.85	AD- Counselling
Conduct investigations	Investigations Conducted	Proportion of investigations Conducted	100%	100%	100%	100%	100%	100%	100%	100%	807.00	132.00	145.00	160.00	176.00	194.00	DDI, SAD I, SAD F

Implement the investigation back log reduction strategy	Implemented pending cases reduction strategy	Proportion of historical pending cases reduced	100%	20%	20%	20%	20%	20%	20%	368.00	73.60	73.60	73.60	73.60	73.60	73.60	DDI	SAD I, SAD F
Legal Review of Investigation files	Files Reviewed	Proportion of files reviewed	100%	100%	100%	100%	100%	100%	100%	69.50	13.90	13.90	13.90	13.90	13.90	13.90	DDLS	SAD L
Implement the file review back log reduction strategy	Implemented backlog reduction strategy	Proportion of historical backlog cases reviewed	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	-	DDLS	SAD L
Prosecutions of criminal cases and civil litigation	Criminal cases supported and civil cases litigated	Proportion of criminal cases supported and civil cases litigate	100%	20%	40%	60%	80%	100%	100%	102.66	13.80	16.60	19.80	23.84	28.62	28.62	DDLS	SAD L
Resolve complaints through Alternative Dispute Resolution (ADR) and Alternative Justice Systems (AJS)	Complaints resolution through ADR and AJS	Proportion of complaints resolved	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	-	DDI, SAD-C, DDLS	SAD-I, SAD-F, SAD-L, AD-C
S:1.1.2 Enhance sensitization of NPS on human rights and legal frameworks	Develop a policing oversight module and integrate it into NPS curriculum	Module developed and integrated	1	1	0					5.00	5.00						CEO	DDI, SAD-C, DDLS, Internal T C, PRO
	Police sensitized	No. of sensitization forums	8	-	2	2	2	2	2	4.00	-	1.00	1.00	1.00	1.00	1.00	CEO	DDI, SAD-C, DDLS, Internal T C, PRO

	Monitor and evaluate the integrated oversight module	Monitoring and evaluation reports	Monitoring and evaluation reports developed	4	0	1	1	1	1	4.00	-	1.00	1.00	1.00	1.00	CEO	DDI, SAD-C, DDLs, Internal T C, PRO
	Sensitize NPS officers on human rights	Officers sensitized on human rights	Number of sensitization sessions on human rights conducted	70	10	12	14	16	18	-	-	-	-	-	-	CEO	DDI, SAD-C, DDLs, Internal T C, PRO
S:1.1.3	Strengthen the uptake of IPOA recommendations to NPS and other state organs	Tracking Conducted	Number of tracking Report Disseminated	5	1	1	1	1	1	20.00	4.00	4.00	4.00	4.00	4.00	DDF&P	AD-P, PRO
			Level of implementation of IPOA recommendations	100%	56%	65%	74%	83%	100%	-	-	-	-	-	-	DDF&P	AD-P, PRO
S:1.1.3	Strengthen the uptake of IPOA recommendations to NPS and other state organs	Monitor mainstreaming of cross cutting issues in NPS including Gender, Children and Disability	Level of Implementation	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	DDF&P	AD-P, PRO
	Disseminate the recommendations tracking report	Tracking Report Disseminated	Number of tracking Report Disseminated	5	1	1	1	1	1	1.50	0.30	0.30	0.30	0.30	0.30	DDF&P	AD-P, PRO

	Develop annual report status of policing in Kenya	Status report	Number of status report	5	1	1	1	1	1	1.00	1.00	1.00	1.00	1.00	SAD-CC	AD-P, PRO
S.1.1.4	Strengthen policies and legal frameworks on policing	Review of policies and legal frameworks on policing on need basis	Policies and Legal frameworks on policing reviewed	Proportion of Policies and Legal frameworks reviewed	100%	100%	100%	100%	100%	5.00	1.00	1.00	1.00	1.00	DDLS	SAD-L
				Total						1,693.77	293.09	312.33	337.57	361.67	-	-
<b>Strategic Issue: Non-Professionalism of the NPS</b>																
<b>Strategic Goal: A professional police service</b>																
<b>KRA 1: Enhanced Police Accountability</b>																
<b>Outcome: Enhanced professionalism in the National Police Service</b>																
<b>Strategic Objective SO 1.2: To promote professionalism in National Police Service</b>																
S.1.2.1	Enhance monitoring, review and Audit Investigations and Actions of IAU	IAU Monitor, Review and audit investigations and actions taken by IAU	IAU investigation and action monitored, reviewed and audited	Monitoring, review and audit reports	5	1	1	1	1	1	-	-	-	-	CEO	DD I, DD IMPS, DDLS, SAD-C
S.1.2.2	Enforce the law on police oversight	Issue summons to non-cooperative officers	Summons issued	Proportion of summons issues	100%	100%	100%	100%	100%	-	-	-	-	-	CEO	DDLS, DDI, DD IMPS
		Recommend for prosecution of contravening officers in line with Section 31 of the IPOA Act	Recommendations on prosecutions made	Proportion of Recommendations made	100%	100%	100%	100%	100%							



S.2.1.3 Enhance feedback mechanism	Establish a command Centre manned by liaison officers from technical directorates	A functional command Centre	A functional command Centre	60%	10%	20%	30%	40%	60%	28.00	10.00	10.00	8.00	-	-	CEO	DDI/D-DIMPS,D-DLS, DDHR&A, SAD-C, SAD-SS, SAD-ICT, DDHR&A, SAD-ICT, AD-C
	Operationalize the call Centre	An operational call Centre	Level of operationalization	100%	15%	30%	50%	75%	100%	10.00	2.00	2.00	2.00	2.00	-	SAD-C	DDHR&A, SAD-ICT, AD-C
	Develop and implement a public case tracking portal	A functional public case tracking portal	Case tracking portal	1	1	0	0	0	0	1.00	1.00	-	-	-	-	DDI, DDIMPS, DDLs, SAD-C	SAD-ICT, SAD-IMPS, SAD-I, SAD-F, SAD-LS, AD-C
			Level of implementation	100%		25%	50%	75%	100%	-	-	-	-	-	-		
S.2.1.3 Enhance feedback mechanism	Conduct customer satisfaction survey	Customer satisfaction report	Number of customer satisfaction survey conducted	5	1	1	1	1	1	0.50	0.10	0.10	0.10	0.10	0.10	SAD-CC	PRO
	Implement recommendations from customer satisfaction survey	Implementation of the recommendations in the report	Level of implementation of the recommendation	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	SAD-CC	DDs & SADs
S.2.1.4: Enhancing corporate image and branding	Conduct brand audit	Brand audit	Number of brand audits conducted	2	0	1	0	0	1	2.50	-	1.00	-	-	1.50	SAD-CC	DDs & SADs
	Implement recommendations on the brand audit	Recommendations implemented	Level of implementation	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	SAD-CC	DDs & SADs

S.2.1.5 Enhance corporate social responsibility	Conducted CSR activities targeting members of the public, CSOs and NPS	CSR activities conducted	Number of the CSR activities conducted	5	1	1	1	1	5.00	1.00	1.00	1.00	1.00	1.00	1.00	SAD-CC	DDs & SADs
	Collaborate with relevant partners to hold OPSA	OPSA conducted	Level of collaboration on OPSA events held	100%	100%	100%	100%	100%	5.00	1.00	1.00	1.00	1.00	1.00	1.00	SAD-CC	DDs & SADs
									56.69	15.75	15.81	13.68	5.05	6.40			
Strategic Issue: Low level of awareness of IPOA mandate																	
Strategic Goal: Enhanced level of awareness on IPOA mandate																	
KRA 2: Enhanced public trust and confidence in IPOA and NPS																	
Outcome: Enhance partnership and collaboration																	
Strategic Objective SO 2.2: To enhance awareness on IPOA mandate																	
S.2.2.1 Enhance outreach and public education	Conduct outreach activities targeting state and non-state actors	Outreach activities conducted	Number of outreach activities conducted	160	24	28	32	36	40	25.00	5.00	5.00	5.00	5.00	5.00	SAD-CC	AD-CC, SAD-P, SAD and AD-R
S.2.2.1 Enhance outreach and public education	Publish and disseminate reports	Reports published and disseminated	Number reports published and disseminated	26	6	5	5	5	5	4.00	1.00	0.75	0.75	0.75	0.75	SAD-CC	
	Develop IEC materials	IEC materials developed	Type of IEC materials developed	25	5	5	5	5	5	7.00	1.00	1.20	1.40	1.60	1.80	SAD-CC	
S.2.2.1 Enhance outreach and public education	Disseminate IEC materials	IEC materials disseminated	Number of IEC materials disseminated	600000	80000	100000	120000	140000	160000	0.19	0.03	0.03	0.04	0.04	0.05	SAD-CC	

S:2.2.1 Enhance outreach and public education	Conduct outreach clinics	Outreach clinics conducted	Number of outreach clinics conducted	150	30	30	30	30	30	300	0.60	0.60	0.60	0.60	0.60	SAD-CC	SAD and AD-Regions
S:2.2.1 Enhance outreach and public education	Engage editors and media practitioners	Engagements held	Number of Engagements	5	1	1	1	1	1	1.25	0.25	0.25	0.25	0.25	0.25	SAD-CC	AD-CC
S:2.2.1 Enhance outreach and public education	Conduct sensitization on IPOA Act and General regulations	Sensitization conducted	Number of sessions held	10	2	2	2	2	2	7.50	1.50	1.50	1.50	1.50	1.50	DDLS	SAD-L, Regulation Committee
S:2.2.2 Enhance access to IPOA services	Decentralize IPOA services	Services Decentralized	Number of new operational IPOA offices established	10	2	2	2	2	2	250.00	50.00	50.00	50.00	50.00	50.00	SAD-R	CEO, DDFP, DDHR&A, SAD-P, SAD-SS
S:2.2.2 Enhance access to IPOA services	Implement regional coordination framework	Regional coordination framework implemented	Level of implementation	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	SAD-R	CEO, DDFP, DDHR&A, SAD-P, SAD-SS
S:2.2.2 Enhance access to IPOA services	Hold biennial national conference on policing	Biennial national conference	Conference Held	2	0	1	0	1	0	20.00	-	10.00	-	10.00	-	CEO	DDs and SADs
KRA 2: TOTAL										317.94	59.38	69.33	59.54	69.74	59.95		
										374.63	83.05	83.98	82.18	75.47	76.75		
Strategic Issue: Limited Strategic partnerships																	
Strategic Goal: Enhanced partnerships and collaborations towards civilian oversight mechanism																	
KRA 3: Improved strategic partnership and engagement																	
Outcome: Enhance partnership and collaboration																	
Strategic Objective SO 3.1: To partner and collaborate toward advancing civilian oversight																	

S:3.1.1 Foster Strategic Partnership and Collaboration with State and Non-State Actors	Develop and maintain an inventory of local, regional and international stakeholders for policing oversight	Inventory developed and maintained	Inventory	1	1							0	0	0	0	0	0	Board	CEO
S:3.1.1 Foster Strategic Partnership and Collaboration with State and Non-State Actors	Review stakeholder engagement policy and strategy	Stakeholder engagement policy and strategy reviewed	Policy and strategy reviewed	1	1							0.20	0.2	-	-	-	-	Board	CEO
S:3.1.1 Foster Strategic Partnership and Collaboration with State and Non-State Actors	Engage in strategic joint activities with state and non-state stakeholders	Strategic joint activities	Number of engagements with strategic stakeholders	50	10	10	10	10	10	10	10	5	5	5	5	5	5	Board	CEO
S:3.1.1 Foster Strategic Partnership and Collaboration with State and Non-State Actors	Engagement with regional and international stakeholders for policing oversight	Strategic joint activities	Number of engagements with strategic stakeholders	15	3	3	3	3	3	3	3	5.00	1	1	1	1	1	Board	CEO
S:3.1.2 Foster Strategic Partnership and Collaboration with development partners	Organize annual round table forums with development partners, state and non-state actors	Forums held	Number of Forums held.	5	1	1	1	1	1	1	1	1.25	0.25	0.25	0.25	0.25	0.25	Board	CEO
<b>KRA 3 Total</b>												<b>31.45</b>	<b>6.45</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	-	-
<b>Strategic Issue: Inadequate capacity (Physical, human, financial and technological issues, statutory, corporate governance)</b>																			
<b>Strategic Goal: Strengthened institutional capacity for effective service delivery</b>																			

#### KRA 4: Strengthened Institutional Effectiveness and Efficiency

**Outcome: Improved Staff productivity and strengthened organizational learning and development**

**Strategic Objective SO 4.1: To strengthen Human Capital for effectiveness and efficiency in service delivery**

S.4.1.1 Enhance staff strength	Review and implement the approved Staff Establishment	Staff establishment Reviewed	Number of reviews	2	1	0	0	1	0	4.00	2.00	-	DD HR&A	SAD - HR
S.4.1.1 Enhance staff strength	Review and implement the approved Staff Establishment	Staff Establishment Implemented	Number of staff recruited	465	58	100	107	100	100	2,602	97	485	DD HR&A	SAD - HR
S.4.1.1 Enhance staff strength	Review and implement the approved Staff Establishment	Staff Establishment Implemented	Number of staff retained	297 <sup>6</sup>	297	297	297	297	297	5,458	894	1,082	DD HR&A	SAD - HR
S.4.1.1 Enhance staff strength	Implement staff retention strategy	Strategy implemented	Level of implementation	100%	100%	100%	100%	100%	100%	-	-	-	DD HR&A	SAD - HR
S.4.1.2 Promote organizational learning and development	Conduct skill set analysis	Skill set analysis conducted	skill set analysis report	2	1	0	0	1	0	2.00	1.00	-	DD HR&A	SAD - HR
	Conduct a training needs assessment	Training needs assessment conducted	Training needs assessment report	2	1	0	0	1	0	3.00	1.50	-	DD HR&A	SAD - HR
	Develop and implement a training plan for the Board and Staff	Training plan developed	Training plan	5	1	1	1	1	1	-	-	-	DD HR&A	SAD - HR
		Training plan implemented	Level of implementation	100%	100%	100%	100%	100%	100%	190.00	34.00	38.00	DD HR&A	SAD - HR

	Develop and implement a succession planning strategy	Succession planning strategy developed and reviewed	Succession planning strategy developed	1	1	0	0	0	0	1.00	1.00	-	-	-	-	DD HR&A	SAD - HR
		Succession planning strategy implemented	Level of implementation of the succession planning strategy	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	DD HR&A	SAD - HR
S-4.1.3 Enhance productivity management	Productivity Mainstreaming	Productivity Mainstreamed	Level of productivity Mainstreaming	100%	100%	100%	100%	100%	100%	3.00	2.00	0.25	0.25	0.25	0.25		SAD-HR, DDFP
S-4.1.4 Enhance Employees' performance management	Review and implement a performance management appraisal system	Staff appraisal system Reviewed	Staff appraisal system reviewed	5	1	1	1	1	1	1.00	1.00	-	-	-	-		
		Implement staff performance management system	Appraisal report	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-		SAD-HR
		Implement Rewards and Sanction policy	Level of Implementation	100%	100%	100%	100%	100%	100%	5.00	1.00	1.00	1.00	1.00	1.00		
S-4.1.5 Strengthen staff welfare	Enhance staff welfare	Welfare programmes enhanced	Proportion of Welfare programmes enhanced	100%	50%	75%	88%	100%	100%	979.00	145.00	167.00	192.00	221.00	254.00		DDFP, SAD-HR, AD-Adm, SAD Proc, AD-Counselling

	Develop and implement a policy on employee assistance	Employee assistance programme policy developed	Employee assistance programme policy	1	1	0	0	0	0	2.00	2.00	2.00	-	-	-	SAD-HR, AD-Counselling
			Level of implementation	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	
S-4.1.6 Enhance work environment	Conduct employee Job Satisfaction, culture and Work Environment Survey	Survey Conducted	Satisfaction Survey report	2	1	1			1	2.00	-	1.00	-	-	1.00	SAD - HR, PRO
		Culture survey conducted	Culture index	50%	25%				50%	2.00	1.00	-	-	-	1.00	
S-4.1.6 Enhance work environment	Implement Recommendations from the EJSWE Survey		Level of implementation of the recommendations	100%	100%	100%	100%	100%	100%	15.00	3.00	3.00	3.00	3.00	3.00	SAD - HR, AD-Adm, DDs & SADs
										9,269.00	1,185.50	1,463.25	1,801.25	2,186.75	2,632.25	
<b>Outcome Increased Exchequer allocation, Development partners' support and Efficient use of available resources</b>																
<b>Strategic Objective SO 4.2: To strengthen Financial Sustainability for effective service delivery</b>																
S-4.2.1 Enhance resource mobilization	Engage the Parliament and the National treasury for increased budgetary allocation	Increased budgetary allocation	Level of budgetary allocation against requirement	100%	100%	100%	100%	100%	100%	10.00	2.00	2.00	2.00	2.00	2.00	SAD-Finance, AD-Planning
S-4.2.1 Enhance resource mobilization	Engage the development partners for funding	Development partners mapped out	Proportion of development partners engaged mapped	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	DDs & SADs

S: 4.2.1 Enhance resource mobilization	Engage the development partners for funding	Funding received from development partners	Amount of funding received from development partner in million (kes)	1400	200	300	300	300	300	300	-	-	-	-	-	CEO, DDF&P	DDs & SADs
S: 4.2.1 Enhance resource mobilization	Review and implement the resource mobilization policy	Resource mobilization policy implemented	Level of implementation of the resource mobilization policy	100%	100%	100%	100%	100%	100%	100%	15.00	3.00	3.00	3.00	3.00	CEO, DDF&P	DDs & SADs
S: 4.2.1 Enhance resource mobilization	Review and implement the finance policy and procedure manual	Finance policy and procedure manual reviewed and implemented	Finance policy and procedure manual reviewed and implemented	1	0	0	1	0	0	0	1.00	1.00				CEO, DDF&P	DDs & SADs
			Level of implementation	100%	100%	100%	100%	100%	100%	100%		-	-	-	-		DDs & SADs
S: 4.2.2 Resource management	Comply with all relevant resource management accountability mechanisms	Compliance with accountability mechanisms	Zero fault audit	5	1	1	1	1	1	1	5.00	1.00	1.00	1.00	1.00	DDF&P	SAD-Finance, SAD-Audit
	Budget implementation and control	Budget implementation and control reports	Budget implementation and control reports developed	60	12	12	12	12	12	12	-	-	-	-	-	DDF&P	SAD-Finance, SAD-Audit
S: 4.2.2 Resource management	Comply with financial reporting standards	Comply with financial reporting standards adhered	Level of compliance	100%	100%	100%	100%	100%	100%	100%	5.00	1.00	1.00	1.00	1.00	DDF&P	SAD-Finance, SAD-Audit

	Transition from IPSAS cash basis to IPSAS accrual accounting	Level of transition (3yr phased)	100%	33%	67%	100%				20.00	5.00	15.00	-	-	DDF&P	SAD-Finance, SAD-Audit	
										56.00	12.00	22.00	7.00	8.00	7.00		
Outcome: Strengthened internal business processes and systems																	
Strategic Objective SO 4.3: To strengthen Internal business processes for effective service delivery																	
S-4.3.1	Optimization of ICT systems	Optimized ICT systems	Level of optimization	100%	100%	100%	100%	100%	100%	120.00	20.00	22.00	24.00	26.00	28.00	SAD ICT	AD-ICT
S-4.3.1	Integration of e-board meeting platform and secure ICT platform	e-board platform integrated	Level of integration	100%	100%	100%	100%	100%	100%							SAD ICT	AD-ICT
S-4.3.1	Compliance to ICT legal and regulatory framework	Full compliance	Level of compliance	100%	100%	100%	100%	100%	100%	10.00	2.00	2.00	2.00	2.00	2.00	SAD ICT	AD-ICT
S-4.3.1	Implement security and ease access to ICT systems	Enhanced security and access	Level of system security enhanced	100%	100%	100%	100%	100%	100%	51.00	8.00	9.00	10.00	11.00	13.00	SAD ICT	AD-ICT
S-4.3.2	Comply with applicable procurement laws policies and guidelines	Full compliance	Level of compliance	100%	100%	100%	100%	100%	100%	5.00	1.00	1.00	1.00	1.00	1.00	SAD PROC	AD-Procurement
S-4.3.2	Review and implement a transport and motor vehicle policy	Reviewed policy	Policy reviewed	2	1	0	0	0	1	-	-	-	-	-	-	DDHR&A	AD-Admin

[illegible]

[illegible]



	Review and implement instruments of corporate governance (Board Charter, Service Charter & Code of Conduct)	Instruments of corporate governance reviewed and implemented	No. of instruments reviewed	3	3	0	0	0	0	0	3.00	3.0	-	-	-	-	CEO	DDs
			Level of implementation	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	-	-
	Hold Board meetings	Board meetings held	Number of full Board meetings	60	12	12	12	12	12	12	2.50	0.5	0.5	0.5	0.5	0.5		
	Conduct Board committees' meetings	Board committees' meetings held	Number of Board committees' meetings	300	60	60	60	60	60	60	2.50	0.5	0.5	0.5	0.5	0.5	CEO	DDs
S-4.5.3 Enhance Board Effectiveness	Conduct Board engagement with management and staff	Engagement meeting with management and staff held	Number of Board engagements with management and staff	20	4	4	4	4	4	4	5.00	1.0	1.0	1.0	1.0	1.0		
	Conduct Board engagement with staff	Engagement meeting with staff held	Number of Board engagements with staff	5	1	1	1	1	1	1	5.00	1.0	1.0	1.0	1.0	1.0	CEO	DDs
S-4.5.4 Mainstream cross-cutting issues	Establish relevant/ cross cutting committees	Relevant/ cross cutting committees established	Number of relevant/ cross cutting committees established	10	10	0	0	0	0	0	-	-	-	-	-	-	CEO	DDs
			Level of implementation	100%	100%	100%	100%	100%	100%	100%	5.00	1.0	1.0	1.0	1.0	1.0		
			Sub-Total								37.50	9.50	6.50	7.50	6.50	7.50		
KRA 4 TOTAL											10,997.50	1,583.50	1,765.85	2,115.65	2,539.35	2,993.15		

Strategic Issue: Civilian Policing Oversight Knowledge Management													
Strategic Goal: Data and evidence driven civilian oversight mechanism													
KRA 5: Data and Knowledge Generation and Management													
Outcome: Enhanced Data and Knowledge management, Timely and quality reporting and dissemination of Reports and Increased Research Outputs													
Strategic Objective SO 5.1: To institutionalise knowledge management for evidence based civilian policing oversight													
S-5.1.1 Strengthen Monitoring and Evaluation	Sensitize staff on the Strategic Plan	Staff sensitized	Proportion of staff sensitized	100%	100%					5.00	5.00		AD-Planning
	Conduct progress monitoring of implementation activities	Progress Monitoring conducted	Number of monitoring reports	20	4	4	4	4	4	5.00	1.00	1.00	AD-Planning
S-5.1.1 Strengthen Monitoring and Evaluation	Conduct midterm and end term evaluation of the SP	Evaluation conducted	Midterm and end term evaluation Reports developed	2		1			1	10.00	-	4.00	AD-Planning
	Coordinate development of Authority's plans	Plans developed	Number of work plans developed	5	1	1	1	1	1	5.00	1.00	1.00	AD-Planning
S-5.1.1 Strengthen Monitoring and Evaluation	Coordinate development of Authority's internal and external report	Reports developed and published	Number of reports developed and published	15	3	3	3	3	3	7.50	1.50	1.50	AD-Planning
S-5.1.2 Strengthen research and surveys on trends and patterns of police misconduct	Undertake research on emerging trends on police misconduct	Research conducted	Number of research conducted	10	2	2	2	2	2	6.50	1.00	1.50	Technical DDs & SADs

	Coordinate all research studies in the Authority	Research studies conducted	Number of research studies conducted	5	1	1	1	1	1	1	1.00	0.20	0.20	0.20	0.20	PRO	Technical DDs &SADs
	Develop policy briefs	Policy briefs	Number of policy briefs developed	5	1	1	1	1	1	1	-	-	-	-	-	PRO	Technical DDs &SADs
	Disseminate research findings	Dissemination conducted	Number of reports disseminated	5	1	1	1	1	1	1	2.00	2.00	-	-	-	PRO	Technical DDs &SADs
	Facilitate publication of research papers	Publication undertaken	Number of research papers published	5	1	1	1	1	1	1	1.00	0.20	0.20	0.20	0.20	PRO	Technical DDs &SADs
S-5.1.3 Promote Collaboration with academia and research institutions to conduct research	Establish Partnership with academia and research institutions to conduct research	Research conducted	Proportion of research facilitated	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	PRO	Technical DDs &SADs
S-5.1.4 Enhanced records and Information management	Establish and maintain registries	Registries established and maintained	Number of Registries established	3	0	1	1	1	1	0	9.00	-	3.00	3.00	-	DDHRA	PRMO
	Automate records management system	Proportion of automated records management system	Automated records management system	50%	20%	40%	30%	40%	100%	50%	5.00	1.00	1.00	1.00	1.00		
			Level of maintenance	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-		
	Develop and implement retention records and disposal schedule	Records retention and disposal schedule	Policy Developed and level of implemented	1	1	0	0	0	0	0	-	-	-	-	-	DDHRA	PRMO



### 6.1.2 Annual Work Plan and Budget

The annual work plans and budgets will serve as the foundational elements for executing the implementation matrix and guiding overall institutional planning throughout the duration of this Strategic Plan's implementation period. In addition, the frameworks for monitoring and evaluation, as well as the performance management systems—including performance reporting and performance appraisals—will be tailored to align with the specific goals outlined in the annual work plans and budgets. The activities detailed in the implementation matrix will directly inform and shape the budgeting process, ensuring that the development of the annual work plans is intricately linked to the strategic priorities and resource allocations necessary for success.

### 6.1.3 Performance Contracting

The Authority recognizes that performance contracting is a government policy geared towards entrenching a culture of performance and accountability for results in public institutions that applies across MDAs to ensure standard and comparison of performance across government institutions. The Authority is categorized under Constitutional Commissions and Independent Offices and appreciates the independence and reporting framework for CCIOs as spelled out in Article 249(2)(a)(b) and 254(1), respectively. The Authority will comply with the government directives by signing the PC internally and reporting to parliament as required.

The costed Annual Work Plans shall be the basis of the performance contracts the Authority shall commit annually. The Management shall ensure the annual performance contracts include all the prerequisite objectives, targets, and activities. The performance contract shall be cascaded from the Board to the Senior Assistants Directors. At the same time, the officers in the cadres below will sign individual work plans annually, which will form the basis for performance appraisals.

## 6.2 Coordination Framework

To implement the strategic plan effectively, the Authority has established an elaborate organizational and governance structure with clearly outlined roles, responsibilities, and reporting lines to realize the desired outcomes. This comprehensive framework synergizes the Authority's human resources, expertise, and administrative processes, ultimately facilitating the successful execution of the Strategic Plan.

### 6.2.1 Institutional Framework

The Board consists of eight (8) members and the Director/Chief Executive Officer (CEO) who is the Board Secretary. The Board is responsible for overseeing the day-to-day management of the Authority and provides guidance and direction to realize the Vision of the Authority, which is actualised through the Strategic Plan. The specific functions and key responsibilities of the Board are to:

- i) Provide strategic direction for the Authority, including determination of mission, vision and core values;
- ii) Oversee the overall strategy and approve the Authority structure, policies and budget to implement the Strategic Plan;

- iii) Monitor the Authority's performance and ensure sustainability;
- iv) Enhance the corporate image of the Authority;
- v) Ensure availability of adequate resources for the achievement of the Authority's mandate;
- vi) Ensure effective communication with stakeholders;
- vii) Protect the assets of the Authority; and,
- viii) Enhance the corporate image of the Authority.

To achieve these objectives, the Board has constituted six committees, namely: Finance Committee, Human Resource and Administration Committee, Technical Services Committee, Communication and Outreach Committee, Resource Mobilization and Strategic Partnership Committee and Risk and Audit Committee.

**Finance Committee:** The Committee reviews annual budgets and procurement plans, and quarterly and annual financial reports. The Committee also provides oversight on ICT functions within the Authority. The Committee further reviews financial statements, considers recommendations for capital expenditure, evaluates investment proposals and monitors compliance with accounting standards.

**Human Resource and Administration Committee:** The Committee is responsible for human resources management and development, including organizational structure, development and review of human resource policies and training and development. The Committee reviews and provides recommendations on issues relating to human resource matters, including career progression, performance management, training needs, staff recruitment, staff placement, promotions, demotions, discipline, and staff welfare. The Committee also provides oversight on the administration functions within the Authority.

**Technical Services Committee:** The Committee provides oversight over the Authority's technical functions i.e. complaints management, legal services, security, regional offices coordination, investigations, inspections, research, and monitoring functions.

**Communication and Outreach Committee:** The Committee is charged with the Authority's communication and outreach functions and programs. It ensures that there is adequate publicity on the Authority's strategies and matters as well as branding.

**Risk and Audit Committee:** The committee plays a critical role in ensuring the integrity of the financial reporting and audit process and oversees the maintenance of sound internal control and risk management systems. The Committee assists the Board in fulfilling its corporate governance responsibilities and in particular, to strengthen the effectiveness of the internal audit function; maintain oversight on internal control systems; provision of general oversight in risk and compliance matters; and ensuring quality, integrity, effectiveness and reliability of the Authority's risk management framework.

**Director/Chief Executive Officer:** The Authority is headed by the CEO who is responsible to the Board for the day-to-day running of the Authority. The CEO is assisted by Deputy Directors. The main functions of the CEO are:

- i) Accounting Officer of the Authority;
- ii) Providing visionary and transformational leadership;
- iii) Overseeing the implementation of the Strategic Plan, Prudent allocation and management

- of resources;
- iv) Overseeing the formulation and implementation of long-term strategies & business plans;
- v) Monitoring and evaluating performance;
- vi) Ensuring effective communication within and outside the Authority;
- vii) Mobilising resources from the government and other stakeholders;
- viii) Establishing and facilitating relevant Authority committees;
- ix) Overseeing formulation, dissemination and implementation of policies;
- x) Ensuring adherence to statutory regulations; and,
- xi) Enforcing values and principles of the public service of Kenya.

#### 6.2.1.1 Organizational Structure of IPOA

The Authority reviewed its staff establishment, grading and organization structure which is adequate to support the effective implementation of the strategic plan. These instruments provide an elaborate organizational and governance structure with clearly outlined roles, responsibilities and reporting lines geared towards realization of the desired outcomes as summarized in the organogram on the next page: -

*Below: Dr. Annette Mbogoh, Chair of the Adhoc Committee on the development of the Plan speaking during an internal validation session.*



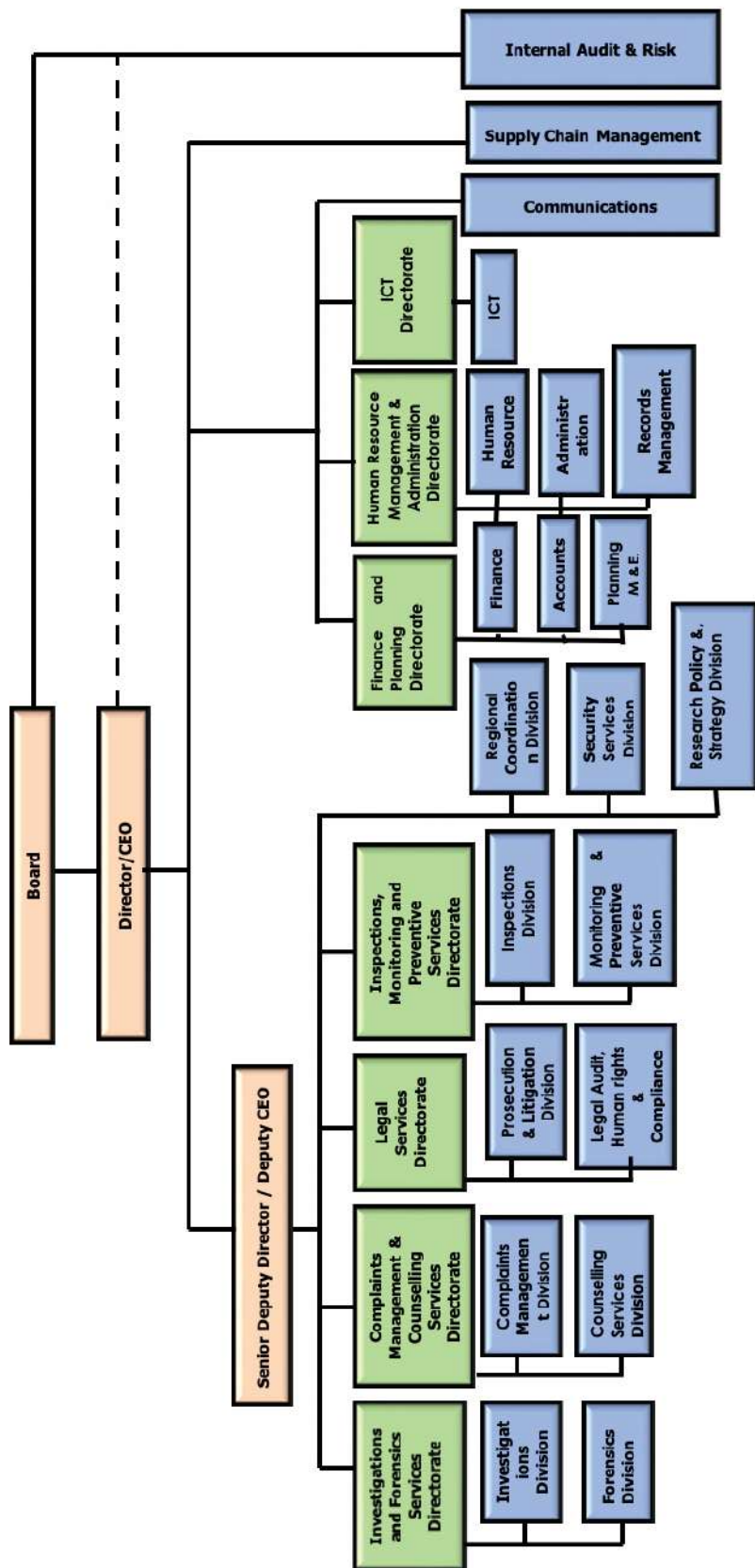


Figure 1: Authority's Organogram

### 6.2.1.2 Policies, Rules and Regulations

To effectively implement its strategic initiatives and provide transformational policing oversight services that prioritize the welfare of the members of the National Police Service, the Authority is committed to adhering to the Constitution of Kenya, relevant laws, and government policies and directives. This commitment is underpinned by comprehensive policy and legislative frameworks that guide its operations. To strengthen these efforts, the Authority plans to prioritize the development of new internal policies alongside a thorough review of existing ones. This dual approach will ensure that all internal policies are not only relevant but also effectively support the successful execution of the strategic vision.

Furthermore, the Authority recognizes the importance of providing clear career guidelines, which will include detailed job descriptions and functions tailored to all staff levels and positions. This clarity will enhance accountability and enable staff to understand their roles within the organization fully. In addition to developing personnel frameworks, the Authority is actively engaged in reviewing security-related laws. This ongoing review process aims to create a more conducive legislative environment that supports the technical aspects of policing oversight work. By aligning legal provisions with operational goals, the Authority seeks to enhance its capacity to fulfill its mandate effectively while fostering a culture of compliance and excellence in service delivery.

## 6.2.2 Staff Establishment, Skills Set and Competence Development

### 6.2.2.1 Staff Establishment

To realize its mandate and effectively implement the envisaged activities, the Strategic Plan requires an optimally staffed Authority. Therefore, this planning period will prioritize recruiting optimal human resource capacity. As of 30th June 2025, the Authority had 289 staff members against a proposed establishment of 1,377, as shown in Table 6.2. In this strategic plan period, the Authority plans to increase the staff strength from 289 to 757.

Table 6.2 Staff Establishment

No.	Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In Post (C)	Variance = (B-C)
1	Director/ CEO	1	1	1	0
2	Senior Deputy Director/ Deputy CEO	1	1	0	1
3	Deputy Director	7	7	5	2
4	Senior Assistant Director	21	21	12	9
5	Assistant Director	70	70	39	31
6	Principal Assistant Officer/ Principal Officer	128	128	74	54
7	Senior Assistant Officer/Senior Officer	281	281	69	212
8	Principal Driver/Principal Clerical Officer/ Assistant Officer I / Officer I	677	677	45	632
9	Chief Driver/ Chief Clerical Officer/Assistant Officer II/ Officer II				
10	Support Staff Supervisor/Senior Driver/ Assistant Officer III/ / Senior Clerical Officer	74	74	31	43
11	Senior Office Assistant/ Driver I/ Clerical Officer I	36	36	9	27
12	Office Assistant I/Driver II/Clerical Officer II	81	81	4	77
13	Office Assistant II				
<b>TOTAL</b>		1377	1377	289	1088

### 6.2.2.2 Skills Set and Competence Development

The Authority recognizes that different cadres will require varied technical, managerial and leadership skills to effectively deliver in their respective functional areas:

*Table 6.3 Staff Skill Set & Competency Development*

Cadre	Skills set	Skills Gap	Competence Development
Top management	<ul style="list-style-type: none"> <li>Strategic Leadership Skills</li> <li>Decision-making skills</li> <li>Emotional Intelligence and critical thinking skills</li> <li>Policy Formulation</li> <li>Conflict resolution and problem skills</li> <li>People Management Skills</li> <li>Financial Management and Budgeting Skills</li> <li>Risk Management</li> <li>Technological proficiency</li> <li>Mentorship &amp; Coaching Skills</li> <li>Resource Mobilization Skills</li> <li>Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Leadership</li> <li>Change Management</li> <li>Digital Proficiency skills</li> <li>Strategic Communication</li> <li>Strategic Financial Management</li> <li>Policy Formulation</li> <li>Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Leadership Programs</li> <li>Corporate Governance and Risk Management</li> <li>Change management and Organization transformation</li> <li>Policy Formulation</li> <li>Advanced digital Literacy</li> <li>Executive communication</li> <li>Continuous Professional Development (CPD) training</li> <li>Financial Management for Executives</li> <li>Risk Management</li> </ul>
Middle level Management	<ul style="list-style-type: none"> <li>Strategic Management Skills</li> <li>Technical proficiency</li> <li>Decision-making skills</li> <li>Policy Development and Implementation</li> <li>Emotional Intelligence</li> <li>Culture and People Management Skills</li> <li>Financial Management and budgeting Skills</li> <li>Mentorship &amp; Coaching Skills</li> <li>Problem-solving and conflict resolution</li> <li>Technological proficiency</li> <li>Communication skills</li> <li>Emotional Intelligence</li> <li>Negotiation skills</li> <li>Performance Management</li> <li>Risk Management</li> <li>Knowledge management</li> <li>Human Rights Awareness</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and Change Management</li> <li>Policy development and Implementation</li> <li>Managerial Skills</li> <li>Financial Management and Budgeting</li> <li>Risk Management</li> <li>Conflict management skills</li> <li>Knowledge management</li> <li>Digital Proficiency skills</li> <li>Risk Management</li> <li>Mentorship &amp; Coaching</li> <li>Digital Proficiency skills</li> </ul>	<ul style="list-style-type: none"> <li>Continuous competency development based on annual TNA</li> <li>Coaching and Mentorship</li> <li>Senior Management Course</li> <li>Change management and Organizational Development</li> <li>Risk Management</li> <li>Conflict management</li> <li>Policy Formulation and Implementation</li> <li>Knowledge management</li> <li>Performance management</li> <li>Financial Management for Managers</li> <li>Innovation and digital competency</li> <li>Continuous Professional Development (CPD) training</li> </ul>
Technical Officers	<ul style="list-style-type: none"> <li>Technical Proficiency</li> <li>Supervisory Skills</li> <li>Problem Solving</li> <li>Coaching and Mentorship</li> <li>Interpersonal skills</li> <li>Communication Skills</li> <li>Analytical Skills</li> <li>Client Service</li> <li>Teamwork and Collaboration</li> <li>Report Writing Skills</li> <li>Performance Management</li> <li>Task Handling and Management</li> <li>Proficient in computer applications</li> <li>Human Rights Awareness</li> </ul>	<ul style="list-style-type: none"> <li>Supervisory Skills</li> <li>Basic Financial Management</li> <li>Coaching and Mentorship</li> <li>Computer / digital Proficiency skills</li> <li>Performance Management</li> <li>Communication and Customer Handling</li> <li>Report Writing</li> <li>Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>Continuous competency development based on annual TNA</li> <li>Coaching and Mentorship</li> <li>Supervisory Skills Development</li> <li>Performance management</li> <li>Report writing</li> <li>Communication and Customer Handling</li> <li>Innovation and digital competency</li> <li>Continuous Professional Development (CPD) training</li> <li>Human Rights Training</li> </ul>

Cadre	Skills set	Skills Gap	Competence Development
Entry level	<ul style="list-style-type: none"> <li>• Technical skills</li> <li>• Interpersonal skills</li> <li>• Communication Skills</li> <li>• Client Service</li> <li>• Teamwork and Collaboration</li> <li>• Time Management</li> <li>• Performance Management</li> <li>• Task Handling and Management</li> <li>• Proficient in computer applications</li> <li>• Human Rights Awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Technical skills</li> <li>• Communication and Customer Handling</li> <li>• Computer Proficiency Skills</li> <li>• Time management</li> <li>• Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous competency development based on annual TNA</li> <li>• Communication and Customer Handling</li> <li>• Proficiency Training</li> <li>• On-the-Job Training</li> <li>• Advanced Computer Skills</li> <li>• Human Rights Training</li> </ul>
Support level	<ul style="list-style-type: none"> <li>• Technical skills</li> <li>• Interpersonal skills</li> <li>• Proficient in computer applications</li> <li>• Communication Skills</li> <li>• Teamwork</li> <li>• Time Management</li> <li>• Human Rights Awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Technical skills</li> <li>• Time management</li> <li>• Client Service Skills</li> <li>• Communication Skills</li> <li>• Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous competency development based on annual TNA</li> <li>• On-the-Job Training</li> <li>• Communication Skills</li> <li>• Time management</li> <li>• Client Service</li> <li>• Human Rights Training</li> </ul>

### 6.2.3 Leadership

The Board shall have the overall responsibility for delivering the strategic goals. Implementing the Strategic Plan shall be the responsibility of the Director/Chief Executive Officer, supported by members of management. The Finance and Planning Directorate shall ensure that all planned activities are budgeted for and implemented. It shall also ensure that the activities are integrated into the Performance Contract annually. The Strategic Plan Implementation performance monitoring team shall draw membership from all the functional areas and have thematic sub-committees responsible for each strategic theme.

### 6.2.4 Systems and Procedures

The Authority will continue its digitisation processes in line with the national development plans, including the Bottom-Up Economic Transformation Agenda. The Authority will continue to upgrade the existing systems to adapt to the evolving technological changes and comply with government e-services guidelines. The Authority has in place Enterprise Content Management (ECM), Call Centre, Toll-Free Line & SMS Module Integration, Enterprise Resource Planning (ERP), and Data Recovery Sites that will enhance internal systems and procedures. The Authority intends to establish an operations Centre manned by liaison officers from technical directorates to improve customer feedback mechanisms.

## 6.3 Strategic Risk Management Framework

A risk management framework is incorporated to assess and address potential risks, ensuring resilience and adaptability throughout the implementation of the Strategic Plan. Together, these components provide a robust foundation for achieving the objectives outlined in IPOA's Strategic Plan.

Table 6.3: Risk Management Framework

No.	Category	Description of risks	Risk Likelihood (L/M/H)	Severity of risk (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1	Operational Risks	Reduced productivity due to inadequacy of office space and equipment	H	H	H	<ul style="list-style-type: none"> <li>Leasing of more office space</li> <li>Acquisition of own premises</li> <li>Acquisition of equipment</li> <li>Decentralization of IPOA Services</li> </ul>
		Staff security during operations	H	H	H	<ul style="list-style-type: none"> <li>Collaboration with security agencies to provide escort to hostile regions</li> <li>Implement internal security policy</li> </ul>
		Aging and obsolete assets and Infrastructure	H	H	H	<ul style="list-style-type: none"> <li>Acquisition of new assets</li> <li>Upgrading of ICT infrastructure and assets</li> <li>Implement ICT Policy</li> </ul>
		Mental and physical health challenges due to IPOA nature of work	M	H	M	<ul style="list-style-type: none"> <li>Provide psychosocial support</li> <li>Implement employees wellness programs</li> </ul>
		Exposure to physical injuries during monitoring of police operations	M	M	M	<ul style="list-style-type: none"> <li>Provision of protective gear for monitors</li> <li>Application of technology in monitoring</li> </ul>
		Safety of IPOA premises and assets	L	M	L	Implement Security Policy
		Failure to achieve IPOA mandate due to inadequate staffing levels	H	H	H	Implement approved HR instruments
		Reprisal by aggrieved NPS officers and clients	M	M	M	Security awareness and preparedness
2	Environmental Risks	Geopolitical changes leading to tensions and operational disruptions	H	H	H	<ul style="list-style-type: none"> <li>Enhance security mechanisms</li> <li>Collaboration with state security agencies</li> <li>Implement forecasting strategies to enhance preparedness to tackle eventualities</li> </ul>
		Climate change, pandemics, and other natural disaster	M	M	M	<ul style="list-style-type: none"> <li>Impact assessments framework and implement recommendations</li> <li>Emergency preparedness</li> </ul>

No.	Category	Description of risks	Risk Likelihood (L/M/H)	Severity of risk (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
3	Legal and Compliance Risk	Threats to IPOA's independence due to amendment of IPOA Act and related policing laws	H	H	H	<ul style="list-style-type: none"> <li>Advocate for favourable amendment to IPOA Act and other policing laws</li> <li>Conduct regular legal reviews to address emerging policing issues</li> </ul>
		Infringement of data privacy rights during handling or processing personal data	M	H	M	<ul style="list-style-type: none"> <li>Mainstream data protection</li> <li>Compliance with code of ethics and oath of secrecy</li> </ul>
		Failure to fully comply with laws, regulations and policies in IPOA processes and procedures	M	M	M	Conduct regular legal audits to monitor and advise on the adherence to the laws and regulations
		Legal suits against the Authority	H	H	H	Ensure compliance with the law in all operations
4	Financial risks	Insufficient budget allocation by Exchequer	H	H	H	<ul style="list-style-type: none"> <li>Advocate for increased Exchequer budget allocation</li> <li>Prudent use of available resources</li> <li>Implement resources mobilization strategies</li> </ul>
		Cost of court awards against the Authority	H	H	H	Provision of contingent liabilities
5	Technological risks	Data security breaches	M	M	M	<ul style="list-style-type: none"> <li>Implement ICT Policy</li> <li>Enhance ICT staff capacity</li> </ul>
		Cyberattacks	M	M	M	<ul style="list-style-type: none"> <li>Implement ICT Policy</li> <li>Controlled access to sensitive areas</li> <li>Enhance ICT staff capacity</li> </ul>
6	Reputational Risks	Unprofessionalism by Employees	L	H	M	<ul style="list-style-type: none"> <li>Implement strong ethics and compliance measures</li> <li>Develop a crisis management plan</li> <li>Implement anti-corruption policy</li> </ul>
		Low level of mandate Awareness	L	M	M	Enhance outreach and awareness programs

# CHAPTER 7: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

## 7.0 Introduction

Implementing IPOA’s Strategic Plan for 2025-2030 relies on the availability and effective use of financial resources. This chapter outlines the strategies for resource mobilization by detailing financial requirements, identifying resource gaps, and proposing solutions.

IPOA’s financial strategy aims to develop realistic annual budgets that align with the action plan and remain sustainable over the five-year period of the plan. The chapter emphasizes the importance of diversifying funding sources and establishing partnerships to secure adequate resources for all Key Result Areas (KRAs).



Above: IPOA Board receives stakeholder views during a forum held in Mombasa to inform the Plan development.  
Below: IPOA Board during one of the nationwide stakeholder forums held in Nyeri to inform the Plan development.



With an estimated resource envelope of Kshs 7,337.00 million compared to a resource requirement of Kshs 13,187 million for programs, the Authority has a resource gap of Kshs 5,852 million, translating to 44%. This calls for resource mobilisation strategies to bridge the gap.

## 7.2 Resource Mobilisation Strategies

Availability and efficient utilisation of resources is key to the successful implementation of this Strategic Plan. The Authority will, therefore, seek to mobilise resources to address the funding gap and complement the Exchequer. To finance the planned activities and ensure financial sustainability, the Authority will mobilise financial resources for its activities as follows: Lobby the National Treasury and the GJLOs sector players for increased budgetary allocation.

- i. Engage the National Assembly to facilitate an increase in budgetary allocation.
- ii. Implement resource mobilisation strategy to source funding from development partners including establishment of the Board Resource Mobilisation Committee.

## 7.3 Resource Management

To enhance resource management, the Authority shall undertake the following strategic measures:

- a. Comply with financial policies and guidelines in utilisation of financial resources.
- b. Strengthen internal expenditure control measures
- c. Eliminate wastage and losses and reduce cost through the use of technology
- d. Team leaders will consistently monitor the implementation of targets as outlined in the strategic plan and annual work plans
- e. Monthly budget implementation monitoring.
- f. Undertake annual market survey to guide procurement of common user goods and services.
- g. Adopt productivity measurement to enhance cost efficiency.
- h. Prioritisation and sequencing of activities as guided by the national government from time to time.

## CHAPTER 8: MONITORING, EVALUATION AND REPORTING FRAMEWORK

### 8.0 Introduction

An effective Monitoring, Evaluation, Reporting, and Learning (MERL) system is essential for the successful execution of this Plan. The Authority will establish a comprehensive framework designed to diligently monitor, evaluate, and report on progress towards the defined objectives. This framework will provide systematic feedback on the implementation status, ensuring that stakeholders have access to critical insights. By facilitating informed decision-making, the MERL system will play a pivotal role in optimizing outcomes and enhancing the overall effectiveness of the Plan.

### 8.1 Monitoring and Evaluation Framework

The Authority's M&E function will be informed by guidelines provided by the National Treasury and the State Department for Planning. The identified Key Result Areas, strategic objectives, targets, and key performance indicators will form the basis of the M&E framework for this Plan. Monitoring the implementation of the Strategic Plan shall be anchored on the organisational Annual Work Plans, Internal performance, contracts, departmental Annual Work Plans, and individual work Plans.

Progress about specific targets in the SP will be measured quarterly, biannually, and annually. The findings and reports generated from the monitoring activities will inform internal decision-making, identify challenges, and take immediate corrective action. To enhance the efficiency of the Monitoring and Evaluation process, the Authority shall automate the M&E framework.

### 8.2 Performance Standards

IPOA will ensure that the monitoring and evaluation processes are credible, ethical, and participatory and that the findings are timely disseminated for utilisation. Monitoring and evaluation of the Strategic Plan will be undertaken based on internationally accepted standards and norms, including relevance, efficiency, effectiveness, success, and sustainability. Performance standards for Monitoring and Evaluation (M&E) provide benchmarks and criteria against which the effectiveness, efficiency, and impact of programs, projects, and interventions will be assessed. These standards will facilitate IPOA and stakeholders to measure progress, make informed decisions, and ensure accountability.

The performance standards to be used in Monitoring and Evaluation include Outcome Indicators. The outcome indicators will measure the specific changes or results achieved as a result of interventions. For this Strategic Plan, some of the outcome indicators will include the level of professionalism in the police service, level of compliance by police to human rights standards and rule of law, level of public confidence and trust with the NPS, level of public awareness on IPOA mandate, employee satisfaction index and customer satisfaction index.

- i. **Output Indicators:** The output indicators will measure the direct services and activities implemented by IPOA. The indicators quantify the extent of work completed including the number of complaints processed, investigations completed, Inspections conducted, policing operations monitored, number of staff trained among others.
- ii. **Efficiency Indicators:** Efficiency indicators assess how well resources such as time, money or human capital are used to achieve desired results. The Authority will measure productivity

indices to evaluate the cost effectiveness of the strategies put in place to achieve the set objectives.

- iii. **Effectiveness indicators:** measure the extent to which an intervention achieves its intended objectives, goal and targets. They provide insight into whether an intervention is achieving its goals and targets like percentage of outcomes delivered and customer satisfaction index.
- iv. **Impact Indicators:** Impact indicators assess the broader, long-term effects of an intervention on the target population or community. The Authority will measure impact by assessing professionalism in the police service, compliance by police to human rights standards and rule of law, public confidence and trust with the NPS and public awareness on IPOA mandate.

### 8.3 Evaluation Framework

Evaluation of this strategic plan will be done mid-way and at the end of the implementation period. This will be guided by the monitoring reports and a survey to assess relevance, effectiveness, efficiency, impact and sustainability.

#### 8.3.1 Mid-Term Evaluation

After two and a half years, a mid-term review will be undertaken by an external evaluator, giving a status report on the implementation of the Plan and circulated to the stakeholders.

#### 8.3.2 End-Term Evaluation

The final evaluation for this Strategic Plan shall be carried out by an external evaluator at the end of the planning period and will seek to determine a) the extent to which the activities undertaken achieved the objectives, b) the achievements realized, c) challenges faced and mitigation measures; d) lessons learned; and e) the way forward on the subsequent Plan.

The table below outlines the key result areas (KRAs) and corresponding outcomes, performance indicators, and targets for the Authority, aimed at enhancing police accountability, fostering partnerships, improving institutional effectiveness, and strengthening data and knowledge management. The outcome indicators will be evaluated through an empirical study to assess the level of achievement for each Key Results Area. During the midterm review, the targets may be rationalised to reflect the availability of the resources.

Table 8.5 Evaluation framework

Key Result Area	Outcome	Outcome Indicator	Targets		
			Baseline (2023/24)	Mid-Term	End-Term
<b>KRA 1:</b> Enhanced Police Accountability	Enhanced Compliance by members of the NPS to Human rights standards and the rule of law	The percentage of police officers who commit human rights violations	23%	19%	15%
	Improved complaints resolution	Proportion of complaints resolved	59%	68%	76%

	Enhanced professionalism in the National Police Service	Reduction in the number of complaints	4095	3500	3000
	Enhanced level of customer satisfaction	Customer satisfaction index	51.70%	61.80%	74.80%
<b>KRA 2:</b> Enhanced Public Trust and Confidence in NPS and IPOA	Enhanced level of awareness on the IPOA mandate	Level of awareness of the IPOA mandate	20%	25%	30%
<b>KRA 3:</b> Improved Strategic Partnership and Engagement	Enhanced partnership and collaboration	Amount of funding received from development partner in million (kes)	200	300	300
<b>KRA 4:</b> Enhanced Institutional Effectiveness and Efficiency	Improved Staff strength	Proportion of strength to establishment	25%	40%	54%
	Improved Board/ staff performance	Staff performance index	65.70%	66%	70%
		Board evaluation index	-	-	-
		Employee satisfaction index	57.20%	62.20%	67.20%
	Improved productivity	Level of Productivity Index	-	X + 0.5	X+ 1
	Prudent use of financial resources	Audit opinion	Unqualified	Unqualified	Unqualified
	Strengthened Internal business processes and systems	Proportion of internal business processes implemented	100%	100%	100%
<b>KRA 5:</b> Enhanced Data and Knowledge Generation and Management	Enhanced Data and Knowledge Management	Level of Knowledge Management	1	2	3

## 8.4 Reporting Framework and Feedback Mechanism

Progress reporting on implementing the Strategic Plan is essential in adjusting strategic directions and measuring performance. The planning department shall submit the following reports to the Management and the Board on the progress made in implementing the Plan.

- (a) Monthly reports - respective Departments and Directorates at Management meetings
- (b) Quarterly reports - Management and the Board; and
- (c) Biannual/Performance Reports - Management, Board and relevant stakeholders
- (d) Annual Reports - Management, the Board and relevant stakeholders.

The Authority will adhere to the legal requirements for statutory and performance reporting and feedback mechanisms. The Authority reporting timelines outline structured schedules for submitting and disseminating performance and annual and quarterly progress reports.

Performance reports, mandated by law, are submitted semi-annually on January 31st and July 31st to the Cabinet Secretary, following departmental compilation, consolidation by the planning team, management review, and board approval, with final dissemination by February 28th and August 30th. Annual reports, also legally required, are compiled by July 31st, pending Office of the Auditor General (OAG) audits, with the finalised report reviewed and approved by September 5th and disseminated by September 30th. Quarterly progress reports are submitted on October 31st and April 30th, following a similar process of compilation, consolidation, and Board approval to ensure timely updates on institutional performance.

The Authority will institutionalise Monitoring, Evaluation, Reporting and Learning through dissemination and continuous sensitisation forums of staff on the strategic plan. Progress updates on the level of achievements will be made in the Board management and staff forums to address gaps and adopt the lessons learned.

IPOA REPORTING TIMELINES				
Report	Interval	Timeline	User	Responsible
Performance reports (Legal requirement)	Semi-Annually	Every 31 <sup>st</sup> of January and July, submitted to the Cabinet Secretary	<ul style="list-style-type: none"> <li>Departments, Directorates, Management, Board, Cabinet Secretary</li> <li>National Assembly Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Deputy Directors and Senior Assistant Directors compile performance reports for submission to the Planning Division for consolidation by 10th of January and July.</li> <li>Planning Division to consolidate the report by 25th January and July and share with management for review.</li> <li>Management to review by 31st January and July.</li> <li>Presentation to the Committee and full Board by 5th February and Designing August. Designing, Printing and dissemination by 28th February and 30th August.</li> </ul>
Annual reports (Legal requirement)	Annually	By 31st July report compiled awaits the Audited report by OAG.	<ul style="list-style-type: none"> <li>Departments, Directorates, Management, Board, Cabinet Secretary</li> <li>National Assembly Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Deputy Directors and Senior Assistant Directors compile performance reports for submission to the Planning Division for consolidation by 10th July.</li> <li>Planning Division to consolidate the Annual report by 5th August and share with management for review.</li> <li>Management to review by 15th August pending the financial statement from OAG.</li> <li>Presentation of both technical and financial reports to the committee and full Board by 5th September.</li> <li>Designing, Printing and dissemination by 30th September annually.</li> </ul>

Quarterly progress reports	Quarterly	End of October, January, April and July.	<ul style="list-style-type: none"> <li>• Departments</li> <li>• Directorates</li> <li>• Management</li> <li>• Board</li> </ul>	<ul style="list-style-type: none"> <li>• Deputy Directors and Senior Assistant Directors compile progress reports for submission to the Planning Division for consolidation by the 10th of October and April.</li> <li>• Consolidation by the Planning Division by the 25th of October, January, April and July for internal and external reporting.</li> </ul>
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### 8.4.1 Reporting Framework Templates

The reporting templates are designed to streamline the monitoring, evaluation, and documentation of the Authority’s performance and progress. The Quarterly Progress Reporting Template will track the expected outputs against annual and quarterly targets, recording actual achievements and variances to evaluate short-term performance.

The Annual Progress Reporting Template will consolidate yearly achievements, comparing them to targets and cumulative progress over multiple years to assess long-term goals.

Lastly, the Evaluation Reporting Template will focus on key result areas, measuring outcomes against baseline values, mid-term evaluations, and end-of-plan period targets, with space for corrective interventions to address discrepancies. These templates will ensure structured, transparent, and actionable reporting for effective Policing oversight.

Table 8.1: Quarterly Progress Reporting Template

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year .....			Cumulative to Date			Remarks
			Target (B)	Actual (C)	Variance (C- B)	Target (D)	Actual (E)	Variance (E- D)	

Table 8.2 Annual Progress Reporting Template

Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks
		Target (B)	Actual (C)	Variance (C- B)	Target (D)	Actual (E)	Variance (E- D)	

Table 8.3 Evaluation Reporting Template

Key Result Area	Outcome	Key Performance Indicator	Baseline	Mid-Term Evaluation		End of Plan Period Evaluation			Remarks	Corrective Intervention
			Year	Value	Target	Achievements	Target	Achievements		

## APPENDICES

### Appendix I: Linkage Between Strategic Objectives and Strategic Goals

No	Strategic issues	Strategic Goals	Strategic Objectives	KRA
1	Non-professionalism and non-adherence to human rights standards and the rule of law.	A professional police service that Complies with human rights standards and the rule of law	i. To promote professionalism in the National Police Service ii. To promote Compliance with Human Rights Standards and the Rule of Law	Enhanced Police Accountability
2	Low public trust and confidence within the NPS and IPOA	Improved public trust and confidence in the NPS and IPOA	iii. To enhance the level of customer satisfaction	Enhanced public trust and confidence in IPOA and NPS
3	Low level of awareness of the IPOA mandate	Enhanced level of awareness on the IPOA mandate	iv. Enhance awareness of the IPOA mandate	
4	Limited Strategic partnerships	Sustainable partnerships and collaborations towards civilian oversight.	v. To partner and collaborate towards advancing civilian policing oversight	Improved strategic partnership and engagement
5	Inadequate capacity (Physical, human, financial and technological issues, statutory, corporate governance)	Strengthened institutional capacity for effective service delivery	vi. To strengthen Financial Sustainability for effective service delivery vii. To strengthen Internal business processes for effective service delivery viii. To enhance Physical capital for effective service delivery ix. To promote good governance for effective service delivery x. To strengthen Human Capital for effectiveness and efficiency in service delivery	Strengthened Institutional Effectiveness and Efficiency
6	Limited knowledge management on civilian policing oversight	Data and evidence-driven civilian oversight mechanism	xi. To institutionalise knowledge management for evidence-based civilian policing oversight	Data and Knowledge Generation and Management

### Appendix II: Policies/Manual Due for Review and/or Development

	Title of the Policy/Manual	Responsibility
<b>Policies for Development</b>		
1	Counselling Procedures Manual	Complaints & Counselling
2	Counselling Policy	Complaints & Counselling
3	Child Safeguarding and Protection Policy	Complaints & Counselling
4	Complaint Management Manual	Complaints Management
5	Planning, Monitoring, Evaluation, Reporting and Learning Manual	Planning, M&E Reporting and Learning
6	Internship & Attachment Policy	HR

7	OSHE Policy	HR
8	Disability mainstreaming policy	HR
9	Access to information policy	CEO
10	Internal complaints management policy	CEO
12	A whistle-blower policy	CEO
<b>Policies for Review</b>		
13	Inspection Procedure Manual	DIMPS
14	Monitoring Process and Procedure Manual	DIMPS
15	Code of Conduct for IMPS Officers	DIMPS
16	Preventive Services Manual	DIMPS
18	Security Procedures Manual	Security Services
19	Finance Policy & Procedure Manual	DFP
20	Resource Mobilization Policy	DFP
21	Human Resource Policies and Procedures Manual, 2023	Human Resource
22	Organisational structure, grading and establishment	Human Resource
23	Career Progression Guidelines	Human Resource
24	Guidelines on Staff Training Bonding, 2016	Human Resource
25	Workplace Policy on HIV and AIDS, 2016	Human Resource
26	Alcohol, Drug, and Substance Abuse Policy, 2016	Human Resource
27	Gender Equality Policy, 2016	Human Resource
28	Sexual Harassment Policy, 2017	Human Resource
29	Employee Recognition, Reward and Retention Policy, 2017	Human Resource
30	Code of Conduct & Ethics, 2018	DLS
31	Transport & Motor Vehicle Policy	Administration
32	Guidelines on the Utilisation of Authority Vehicle on Full-time	Administration
33	Records Management Policy	Records Management
34	Retention and Disposal Schedules	Records Management
35	Investigations Policy and Manual	DIFS
36	Research Policy and Manual	Research Department



Above: The Board meeting CS Interior Kipchumba Murkomen in February 2025 to incorporate his views into the Plan.

Below: The Board meeting IGP Douglas Kanja in January 2025 to incorporate NPS views into the Plan.



Below: IPOA Chairperson speaking during the meeting with CS Kipchumba Murkomen in February 2025.





Below: The Board meeting IGP Douglas Kanja in January 2025 to incorporate NPS views into the Plan.



Above: A Security State Actor forum held in Eldoret to collect views for consideration towards the Plan development.

Below: A stakeholder forum held in Eldoret to collect views for consideration towards the Plan development.





Above: The Board inspecting Garissa Police Station as part of an experiential fact-finding to gain insights to inform the development of the Plan.

Below: The Board address the press after engaging stakeholders in Meru.



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