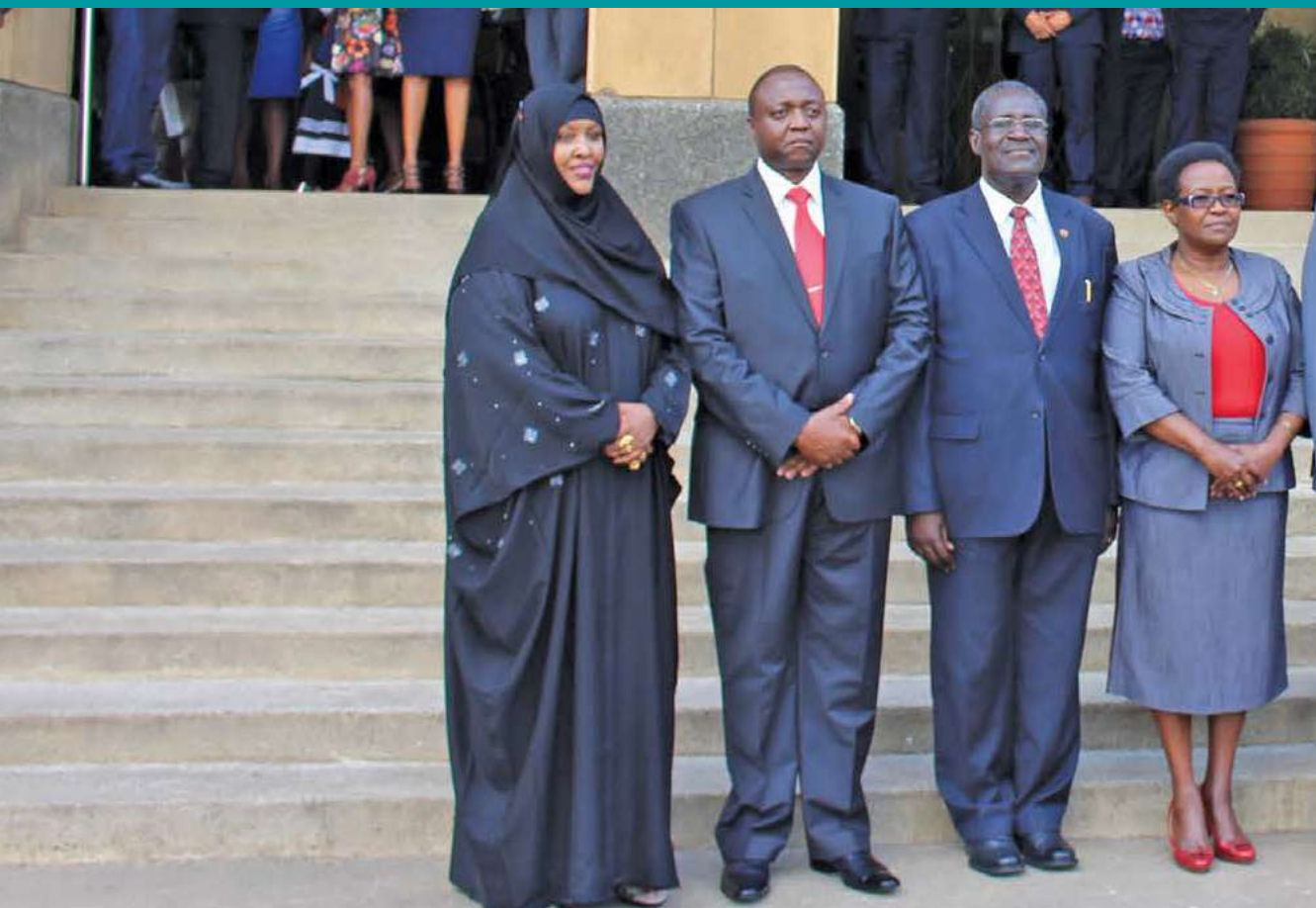


STRATEGIC PLAN

2019 - 2024





IPOA photo: IPOA Board and Chief Justice David Maraga after the Board Swearing in ceremony in September 2018. From left to right Commissioner Fatuma Mohamed, Dr. Jimmy Mwithi, Dr. Owen Ogony, IPOA Chairperson Mrs. Anne Makori, Chief Justice David Maraga, Hon. Praxedes Tororey, Hon. JM. Waiganjo, Doreen Muthaura, MBS., IPOA Vice Chairperson Dr. Jonathan Lodompui and IPOA CEO Maina Njoroge.



IPOA Independent Policing
Oversight Authority

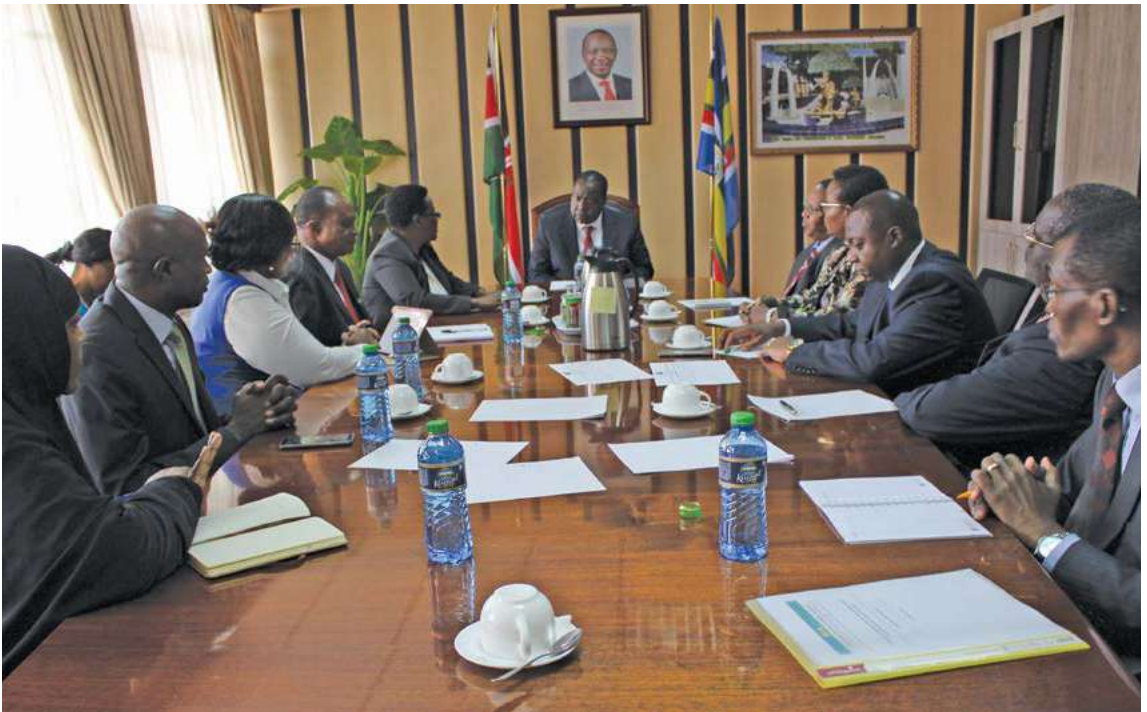


IPOA STRATEGIC PLAN

2019 - 2024



IPOA Chairperson Mrs. Makori witnessing HE President Uhuru Kenyatta signing a visitors book during the Constitutional Commissions and Independent Offices Conference in Meru in 2018.



The IPOA Board in a meeting hosted by Cabinet Secretary, Ministry of Interior and Coordination of National Government Dr. Fred Matiang'i in his office in 2018.

VISION

A transformative civilian oversight Authority that promotes public trust and confidence in the National Police Service

MISSION

To conduct independent and impartial investigations, inspections, audits and monitoring of the National Police Service to enhance professionalism and discipline of the Service.

CORE VALUES

Independence

Integrity and Accountability

Impartiality

Professionalism

Accessibility

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ABBREVIATIONS AND ACRONYMS

IPOA	Independent Policing Oversight Authority
NPS	National Police Service
NPSC	National Police Service Commission
KNDR	Kenya National Dialogue and Reconciliation
UN	United Nations
PRIC	Police Reforms Implementation Committee
MTP	Medium Term Plan
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
KRA	Key Results Areas
MERL	Monitoring, Evaluation, Reporting and Learning

FOREWORD



This is the second Strategic Plan for the Independent Policing Oversight Authority (IPOA), and on behalf of the Board, the Management and Staff, it gives me pleasure to present the five-year Strategic

Plan, 2019-2024. With the appointment of the second Board on 1st September 2018, the milestones set in the Plan give the trajectory the Authority intends to walk through in the five years, having taken time to listen and learn from our staff, service users and stakeholders.

The development of this Plan, facilitated by the Kenya School of Government, was highly consultative and intensive involving the Board, Management, staff and stakeholders. The process looked at the historical development of the Authority, leading to enactment and operationalisation of the Independent Policing Oversight Authority Act No 35 of 2011. It also looked at how the Authority's mandate is linked to the Big Four Agenda, the MTP III of Vision 2030, Africa Agenda 2063 and the SDGs, with intensive expounds on the situational, environmental and stakeholder analysis.

With a new vision - ***"A transformative civilian oversight Authority that promotes public trust and confidence in the National Police Service", - and mission - "To conduct independent and impartial investigations, inspections, audits and monitoring of the National Police Service to enhance professionalism and discipline in the Service"***, - the Authority aims to enhance realisation of its objectives with and through its stakeholders.

The Plan is geared towards enhancing police accountability through sensitisation

of members of the Service and the public on the role of the Authority as guided by the Act. Police accountability, stakeholder cooperation and complementarity, research and information management and institutional capacity will be the areas of impact within the Plan's lifespan. Learning and continuous improvement will be incorporated at every stage of its implementation, with a desire to see a professional, responsive and friendly Service.

With effective cooperation from all actors, the Authority commits to continue holding police officers accountable for misconducts, while also making recommendations towards improvement of policing and police welfare. While doing this, the Authority will be guided by its core values: Independence; Integrity and Accountability; Impartiality; Professionalism and Accessibility. In addition, the Authority will strengthen feedback mechanisms while ensuring evidence-based and timely feedback is provided to its stakeholders for enhanced confidence and trust.

On behalf of the Board, I would like to express my sincere gratitude to the Kenya School of Government, the IPOA Management and Staff, and all our stakeholders, for the great work that was done in the development of this Strategic Plan. We look forward to cooperative engagements during its implementation for the next five years.

God bless you all.

A handwritten signature in blue ink, appearing to read 'Anne Makori', written over a light blue grid background.

Mrs. Anne Makori
Chairperson
Independent Policing Oversight Authority

PREFACE



The primary purpose of enactment of the Independent Policing Oversight Authority Act No 35 of 2011, is to provide for civilian oversight over the work of the National Police Service. The IPOA

staff appreciates the good work that has gone into development of this 2019-2024 Strategic Plan, to guide realisation of this purpose. The Plan lays the foundation towards realisation of the Authority's objectives and functions in line with Article 244 of the Constitution which obligates the National Police Service (NPS) to endeavor for professionalism and discipline.

The development of the 2019-2024 Strategic Plan comes after the expiry of the 2014-2018 strategic Plan whose implementation saw the Authority receive **10,381** complaints. Out of the complaints received, **5,519** were processed internally and the rest were referred to other institutions for action. The Authority monitored **147** police operations to identify cases of human rights violation and inspected **950** police premises to ensure compliance with policing standards. Through its oversight role, the Authority contributed to human rights based policing by giving **165** actionable recommendations to the Service and other state organs. Despite these achievements, the Authority was faced with challenges, key among this, non-cooperation by members of the Service.

The Authority's commitment to the Vision, Mission, Motto and Core Values will see the realisation of results as guided in the Implementation Matrix and controlled by the Monitoring and Evaluation Framework. With increasing access to services through the Regional Offices, the Authority looks upon

all stakeholders to offer their support and especially in dealing with the systemic issues and cases of police misconduct. The Authority will also be more assertive in following up on its recommendations to ensure compliance as required by law.

The Authority appreciates the Ad-hoc Committee on Development of the Strategic Plan that was led by the Vice-Chairperson, Dr. Jonathan Lodompui, Hon. Praxedes Tororey, Dr. Jimmy Mwithi, David Nderitu, Jeremiah Arodi, Stephen Musau, Eunice Juma, Dennis Oketch, Denis Ombuna, Lucy Wanjahi, Job Mugira and the Kenya School of Government team that was led by Dr. Robert Ng'ang'a. The two teams worked seamlessly in development of this strategic plan and the Authority looks forward to its successful implementation.

Thank you.

A handwritten signature in black ink, appearing to read 'Maina Njoroge', written over a faint grid background.

Mr. Maina Njoroge
Director/Chief Executive Officer
Independent Policing Oversight Authority

EXECUTIVE SUMMARY

The Strategic Plan for the Independent Policing Oversight Authority has been developed in cognisance of its mandate as stipulated in the IPOA Act No. 35, 2011, the Kenya Vision 2030 (with special reference to MTP III), the Constitution of Kenya, the Big Four Agenda, Africa Agenda 2063, Sustainable Development Goals and other prevailing legal and policy documents. Successful implementation of this Strategic Plan will be determined by the level of stakeholder engagement and participation, good governance, resource mobilisation and effective utilisation.

The Authority envisages being ***“A transformative civilian oversight Authority that promotes public trust and confidence in the National Police Service”***. This will be realised by ***“conducting independent and impartial investigations, inspections, audits and monitoring of the National Police Service to enhance professionalism and discipline of the Service”***.

Chapter One of the Strategic Plan presents the historical development of the Authority. It also provides the institutional framework which expounds on the mandate as stipulated in the relevant laws of Kenya. The Chapter further outlines the role of the Authority in the realisation of the national development agenda: The Big Four, the MTP III of Vision 2030, Africa Agenda 2063 and the SDGs.

Chapter Two comprises the situational and environmental analysis undertaken using the Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social-Cultural, Technological, Environmental and Legal (PESTEL) models. A stakeholder analysis was undertaken to identify the key stakeholders, their expectations and the Authority’s expectations.

Chapter Three presents the Strategy Model of the Authority, which includes the Vision, Mission, Motto, Core Values, Key Result Areas, Strategic Objectives and Strategies. The Authority will pursue the following four Key Result Areas (KRAs) with their strategic objectives during the plan period:

KRA 1: Police Accountability

- 1) To build public confidence and trust in policing
- 2) To enhance compliance with human rights standards and fundamental freedoms

KRA 2: Stakeholder Cooperation and Complementarity

- 1) To strengthen cooperation with and complement state and non-state actors

KRA 3: Research and Information Management

- 1) To generate knowledge for evidence-based policy, strategy and decision making
- 2) To facilitate utilisation of knowledge for evidence based policy, strategy and decision making

KRA 4: Institutional Capacity

- 1) To promote corporate governance
- 2) To strengthen human resource Capacity
- 3) To ensure institutional financial sustainability
- 4) To strengthen business systems and internal processes

Chapter Four outlines the Authority's resource capacity by highlighting the staffing levels, governance structures, organisational structure and presents the financial projections for the Strategic Plan. The Chapter also highlights the implementation and coordination mechanism which identifies what the Authority must do before, during and post implementation. Risk factors which may affect the implementation of the Strategic Plan have been identified and appropriate mitigating strategies recommended.

Chapter Five highlights the Monitoring, Evaluation, Reporting and Learning Framework for quality control, compliance with the law and enhancing accountability.



CHAPTER ONE: INTRODUCTION

1.1 Overview

This Chapter presents the background, mandate and functions of the Authority. It also provides the legal and policy documents relevant to the Authority, the rationale and process of developing the strategic plan, as well as the Authority's role in the national, regional and international agenda.

1.2 Background

The Authority was created as a response to historical police excesses culminating in post-election violence, which occurred in 2007/2008. 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 about reforming institutions of the judiciary, police, civil service and such others, the Independent Policing Oversight Authority (IPOA) was instituted.

As provided in Article 244 of the Constitution, the National Police Service (NPS) shall endeavour for professionalism and discipline, promote and practice transparency and accountability. Further, the Constitution 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.

While it is recognised that ultimately, it is the responsibility of NPS to ensure the professionalism and integrity of its members, it was acknowledged that the idea of Police investigating their own would hardly restore public confidence and trust. Hence, in order to bring into effect these fundamental provisions of the Constitution, it became critical that a civilian oversight mechanism be put in place to monitor how the Service discharges their duty of law enforcement without breaching the law.

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. The Police Force then was placed among the institutions that needed reforms, and with these, the following several key steps were taken;

1.2.1 Commission of Inquiry into the Post-Election Violence

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

1.2.2 The UN Special Rapporteur

The Mission of the UN Special Rapporteur on Extrajudicial, Summary or Arbitrary Executions (Philip Alston, 16-25 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 conclusions of the report of the Special Rapporteur on the Mission to Kenya further strengthened the Waki Commission Report.

1.2.3 The National Taskforce on Police Reform

In May 2009, the Government set up the National Taskforce on Police Reform (Ransley Taskforce) to carry out the required reviews, make recommendations and draft an implementation matrix. The taskforce was mandated to examine the existing policy, institutional, legislative, administrative and operational structures, systems and strategies in the police and recommend comprehensive reforms with a view to enhancing police efficiency, effectiveness and institutionalise professionalism and accountability.

In its report released in October 2009, the taskforce recommended the establishment of the Independent Policing Oversight Authority, composed of civilians, under the Constitution with clear legislative powers to execute its mandate and to focus on police conduct.

1.2.4 Police Reforms Implementation Committee

The Police Reforms Implementation Committee (PRIC), 2010-2012 was appointed to coordinate, supervise and provide technical guidance and facilitation for the implementation of police reforms. The promulgation of the new constitution in August 2010 saw police accountability and rule of law being entrenched in the Constitution. Article 243 of The Constitution of Kenya establishes the National Police Service while Article 244 of the Constitution articulates that *'The National Police Service shall strive for professionalism and discipline and shall promote and practice transparency and accountability'*.

The Committee released its report in June 2012 articulating the progress and status of all the reform programs that it had introduced. It is under this Committee that the Authority's Act was enacted and the Authority established with its mandate, objectives, functions and powers.

1.3 Establishment of IPOA and Board Appointment

The Authority was established through an Act of Parliament No. 35 of 2011 to provide for civilian oversight of the work of the Police. The inaugural Chairperson and Board members were appointed by the President on 22nd May 2012 vide Kenya Gazette Notice No. 6938 and No. 6939 respectively for a period of six years. The current chair and Board members were appointed by H.E the President of the Republic of Kenya on 1st September 2018 vide gazette notice no. 9559 and 9560 respectively.

1.3.1 Objectives

The objectives of the Authority 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 National Police Service.

1.3.2 Functions

The functions of the Authority are to:

- a) Investigate any complaints related to disciplinary or criminal offences committed by any member of the National Police Service, whether on its own motion or on receipt

of a complaint, and make recommendations to the relevant authorities, including recommendations for prosecution, compensation, internal disciplinary action or any other appropriate relief, and shall make public the response received to these recommendations;

- b) Receive and investigate complaints by members of the Police Service;
- c) Monitor and investigate policing operations affecting members of the public;
- d) Monitor, review and audit investigations and actions taken by the Internal Affairs Unit of the Police Service in response to complaints against the Police and keep a record of all such complaints regardless of where they have been first reported and what action has been taken;
- e) Conduct inspections of Police premises, including detention facilities under the control of the Service;
- f) Co-operate with other institutions on issues of Police oversight, including other State organs in relation to services offered by them;
- g) Review the patterns of Police misconduct and the functioning of the internal disciplinary process;
- h) Present any information it deems appropriate to an inquest conducted by a court of law;
- i) Take all reasonable steps to facilitate access to the Authority's services to the public;
- j) Subject to the Constitution and the laws related to freedom of information, publish findings of its investigations, monitoring, reviews and audits as it sees fit, including by means of the electronic or printed media;
- k) Make recommendations to the Police Service or any State organ;
- l) Report on all its functions under its Act or any written law; and
- m) Perform such other functions as may be necessary for promoting the objectives for which the Authority is established.

1.4 Police Reforms Steering Committee

The Ministry of Interior and Coordination of National Government established the Police Reforms Steering Committee (PRSC) in 2013. The Committee is responsible for providing a framework for coordinating the ongoing police reforms in the National Police Service and ensure sustainability of the police reforms agenda in Kenya. The Authority has been an active member of the Committee since 2013.

1.5 Legal Frameworks Guiding Functions of the Authority

1.5.1 Key Legislations

The legal frameworks guiding the functions of the Authority include:

- a) Constitution of Kenya, 2010
- b) Independent Policing Oversight Authority Act No.35 of 2011
- c) National Police Service Act, No 11(a) of 2011
- d) National Police Service Standing Orders
- e) National Police Service Commission Act, No.30 Of 2011
- f) National Coroners Service Act No 18 of 2017
- g) Office of the Director of Public Prosecutions Act No 2 of 2013
- h) Evidence Act Cap 80
- i) Penal Code Cap 63
- j) Criminal Procedure Code Cap 75
- k) Witness Protection Act No 16 of 2006

- l) Victim Protection Act No 17,2014
- m) Sexual Offences Act ,3 of 2006
- n) Firearms Act Cap 114
- o) Public Officer Ethics Act, 2003
- p) Official Secrets Act, 2016
- q) Children Act, 2001
- r) Public Finance Management Act ,2012 and PFMA regulations 2015

1.5.2 Policies and Guidelines

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

- a) Kenya Vision 2030;
- b) Third Medium Term Plan (2018-2022) (MTP III);
- c) The Big Four Agenda;
- d) Sector Performance Standards;
- e) The Authority's policy documents;
- f) GOK Circulars;
- g) Africa Agenda 2063;
- h) Sustainable Development Goals; and
- i) National Police Service Policies, Regulations and Orders.

1.6 Rationale for Development of the Authority's Strategic Plan

The development of this Strategic Plan is informed by the need to:

- a) Provide the strategic direction for the period 2019-2024;
- b) Align IPOA's Strategic direction with the relevant National, regional and international development agenda;
- c) Provide an overall framework for prioritisation and allocation of resources.

1.7 Benefits of Police Oversight

Police oversight benefits complainants, the community, police officers and NPS. The actual benefits that occur depend on how well the groups involved work together. Some potential benefits are:

- a) Complainants are given an avenue to lodge complaints against police misconduct and therefore, hold Police officers accountable for their actions.
- b) Deters abuse of force and firearms, torture, enforced disappearances and other grievous crimes committed by the police.
- c) Oversight role improves on police welfare and internal disciplinary mechanisms by providing checks and balances.
- d) Oversight role enhances professionalism and discipline in the Service as required under Article 244 of the Constitution.
- e) Oversight agencies improve community relations by fostering communication between the community and police agency.
- f) Oversight guarantees fairness and objectivity in policing hence leading to change in behaviour and attitude by the members of the Service.

These potential benefits support the goals of people centered policing, with problem solving techniques while working in cooperation with all stakeholders.

1.8 Challenges in Police Oversight

Police oversight is a new concept at the national, regional and international level. Some of the challenges facing Police Oversight Agencies include;

- a) Lack of cooperation especially from the law enforcement agency being oversighted.
- b) Low levels of reporting of police misconduct by the public
- c) Delay in implementation of the Authority's recommendations by the service.
- d) Inadequate resources such as human resources, funding and access to case information.
- e) Inadequate protection of witnesses and whistle blowers in the Service
- f) Low public awareness on what constitutes the mandate of the Authority and police misconduct.

1.9 The Role of IPOA in National, Regional and International Obligations

This section outlines the role of the Authority in the Kenya Vision 2030, MTP III, the Big Four Agenda, the Africa 2063 Agenda and the Sustainable Development Goals.

1.9.1 Kenya Vision 2030

The Kenya Vision 2030 articulates the national development agenda for the country. The Vision is motivated by a collective aspiration for a better society by the year 2030 in order to create a globally competitive and prosperous nation with a high quality of life. The aim of the Vision is to transform Kenya into a newly industrialised, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The Vision is anchored on three key pillars: Economic, Social and Political. The Vision is implemented through five-year Medium-Term Plans.

1.9.2 The Third Medium Term Plan (MTP III) 2018-2022

The theme of MTP III which is "Transforming Lives: Advancing Socio-economic development through the Big Four" focuses not only on increasing the level of investment but also enhancing its productivity as well as raising productivity in all sectors of the economy. Under Kenya Vision 2030, the vision for security is "a society free from danger and fear". The Government is determined to improve security in order to lower the cost of doing business and to provide Kenyans with a more secure living and working environment. Specific strategies will involve: improving the practice of community policing; reducing the police to population ratio; adopting information and communication technology (ICT) in crime detection and prevention; enhancing police training; among others.

Through its mandate under the Act, the Authority will:

Table 1: Role of IPOA in Kenya Vision 2030 and MTP III

No.	Areas of Focus	Role of IPOA
1.	Security Modernisation	<p>Monitor the implementation of Police modernisation program through monitoring police operations and inspecting police facilities and making recommendations to the Service for continuous improvement as per section 6c and 6e of the IPOA Act</p> <p>Under section 6d, IPOA will monitor, review and audit investigations and actions taken by the Internal Affairs Unit of the NPS. The Authority shall also monitor aspects of Community Policing and County Policing Authorities to ensure compliance with the NPS Act and other legal provisions</p>
2.	Staff Welfare (Housing)	Follow up on implementation of the housing crisis research that recommended NPS members to have housing that meets the current economic needs.
3.	Expansion of Surveillance Systems	Under section 6c of the Act, IPOA will monitor police operations including surveillance systems to ensure they match with modern technological developments
4.	Improved Data Management	Research and make recommendations on management of Police Records under section 6k of the IPOA Act
5.	Strengthening of Border Security Units	IPOA will monitor the operation of the border units and inspect border police premises under section 6e
6.	Security infrastructure	Under section 6c, 6e and 6k, IPOA will monitor and inspect police facilities and make recommendations on security infrastructure improvement
7.	Raising Police to Population ratio	Under section 6c of the Act, IPOA through research and inspections of the police premises will establish staff strength and make recommendations based on the findings. IPOA will also monitor police recruitment to ensure compliance with regulations.
8.	Enhancing Police Training	Under Section 6e, 6f and 6k of the Act, IPOA will inspect police training facilities, make recommendations and complement other institutions to enhance police training
9.	Institutionalising national and intercommunity dialogue for harmony	IPOA will conduct dialogue sessions with Police and other stakeholders to enhance people centered policing
10.	Promoting peace building	IPOA will work to professionalise the police service in order to foster peaceful coexistence between police and public
11.	Inculcating a culture of respect for the sanctity of human life	IPOA will oversight the Service to ensure police officers comply with human rights standards.
12.	Institutional reforms for improved enforcement of law and order	The Authority will receive and process complaints, inspect police premises, monitor police operations and make recommendations to institutionalise police reforms
13.	Promoting a culture of transparency and accountability	IPOA will abide by the objectives, values for which it is established

1.9.3 The Big Four Agenda

The Government has prioritised policy objectives under the Big Four Agenda that will lead to accelerated growth of the economy. The Agenda targets to:

- a) Support value addition and raise the manufacturing sector share of GDP to 15 percent by 2022;
- b) Focus on initiatives that guarantee food security and nutrition to all Kenyans by 2022;
- c) Provide Universal Health Coverage thereby guaranteeing quality and affordable healthcare to all Kenyans; and
- d) Provide Housing to all Kenyans by targeting construction of at least five hundred thousand affordable houses by 2022.

For the Big Four Agenda to thrive there should be a secure, stable and peaceful environment provided by a professional Police Service. A society free of human rights violations and police brutality is a pre-requisite in achieving the big 4 agenda. IPOA stands for accountability of police officers. The Authority's role as an enabler will be to:

- a) Hold police accountable in their actions by receiving complaints and carrying out investigations to promote peace and security leading to a conducive environment for investment in the field of food, health, manufacturing, housing and peaceful coexistence.
- b) Inspect police premises, monitor police operations and make recommendations to the relevant Authorities towards realisation of the Big 4 Agenda.
- c) Follow up on implementation of the NPS Housing Policy.
- d) Allocate funds for comprehensive health care for employees.
- e) Align operations and budget to the BIG four agenda.

1.9.4 Africa Agenda 2063

The Africa Agenda 2063 is a collective vision and roadmap for social economic transformation of the continent that is anchored on seven aspirations. It builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.

The role of the Authority in the realisation of the aspirations and flagship projects is as provided below:

Table 2: Africa Agenda 2063

No.	Agenda 2063 Aspirations	Role of IPOA
1.	Aspiration 3: An Africa of good governance democracy, respect of human rights, justice and rule of law	IPOA will oversight NPS to ensure realisation of Article 244 of the Constitution of Kenya.
2.	Aspiration 4: Peaceful and secure Africa	Implement the mandate of the Authority

1.9.5 The Sustainable Development Goals (SDGs)

The Government of Kenya is committed to the attainment of the United Nations Sustainable Developments Goals (SDGs) as agreed upon by the international community. There is a total of 17 SDGs which aim to enhance the quality of life of the world’s citizens. Each goal has a specific target to be achieved over a period of 15 years. SDGs address the economic, social and environmental dimensions of development in a comprehensive and integrated manner.

Through its mandate under the Act, the Authority will contribute to the attainment of the following SDG’s:

Table 3: Sustainable Development Goals

No.	Sustainable Development Goals	Role of IPOA
1.	SDG3: Good Health and Well being	Inspect police facilities to ensure detainees and police are living in hygienic conditions and get access to medical services
2.	SDG4: Quality Education	Undertake Research to generate knowledge Train board, staff and officers
3.	SDG 5: Gender Equality	Make recommendations on mainstreaming gender in the Service and within the Authority
4.	SDG6: Clean Water and Sanitation	Inspect police facilities to ensure detainees and members of the NPS are living in hygienic conditions and get access to clean drinking water
6.	SDG 10: Reduced Inequality	Make recommendations on respect for diversity in the service and within the Authority
7.	SDG 11: Sustainable Cities and Communities	Make recommendations on implementation of community policing and establishment of County Policing Authorities
9.	SDG16: Peace and Justice and Strong Institutions	Implement the mandate of the Authority
10.	SDG17: Partnerships to achieve the goals	IPOA will co-operate with other stakeholders on Police oversight

1.10 The Process of Development of Strategic Plan

The Strategic Plan was developed through a consultative process that involved the Board, management, staff and stakeholders. The process involved the following activities:

- a) An analysis of the Authority’s documents including the previous Strategic Plan, policies, legal documents and regulations;
- b) Data collection from staff and management
- c) Consultative meetings between the Board, management and staff;
- d) Documentation of proceedings of strategic planning workshops;

- e) Validation of draft strategic plan by both internal and external stakeholders;
- f) Finalisation of the strategic plan; and
- g) Publication and launch of the strategic plan.



IPOA Commissioners and Senior Management during an internal validation on 24th April 2019.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Overview

This Chapter provides an internal and external assessment of IPOA which focuses on critical review and analysis of achievements, challenges and lessons learnt. It also provides an analysis conducted using SWOT and PESTEL as well as Stakeholder analysis.

2.2 Performance Review of the 2014-2018 Strategic Plan

An assessment of the status of implementation of the 2014-2018 Strategic Plan was undertaken and key achievements, challenges and lessons learnt identified as outlined in the following sections;

2.2.1 Achievements

The key achievements of IPOA during the 2014-2018 strategic plan period are as shown below;

Table 4: Key Achievements

No.	Indicator	Achievements as at June 2018
Outcome 1: Compliance by police to human rights standards		
1.	Cases of Police Misconduct	<ol style="list-style-type: none">1. 10,381 complaints were received and processed.2. 165 actionable recommendations were made to the Service and other state organs towards professionalising the Service3. 5,140 complaints were forwarded for investigations.4. 790 investigation cases on deaths and serious injuries occasioned by the police were completed.5. 147 police operations were monitored to ensure compliance to human rights standards.
2.	Deterrence of Police Misconduct	<ol style="list-style-type: none">1. 105 case files forwarded to DPP recommending prosecution2. 53 cases filed before court3. 3 convictions were obtained
3.	Recommendations made to NPS and other state organs	<ol style="list-style-type: none">1. 165 recommendations were referred to NPS and other state organs.
Outcome 2: Restored public confidence and trust in the police		

No.	Indicator	Achievements as at June 2018
1.	Level of public confidence in Police by men, women and Special Interest Groups (SIG)	<ol style="list-style-type: none"> 1. Conducted outreach programmes in 31 Counties out of the 47 Counties. 2. Prepared a report on Gender Perspective within the Police Service and made recommendations for gender mainstreaming within the service. 3. Prepared a report on Child Protection unit and access of the Police Stations by People with Disabilities (PWD) and made recommendations on compliance to Child Protection and Persons with Disabilities legal frameworks. 4. Monitored police recruitment and made recommendations leading to High Court Petition No.390 of 2014 and Civil Appeal No. 324 of 2014 5. Established 8 regional offices for enhanced accessibility and visibility. 6. Implemented the Outstanding Police Service Award (OPSA)
Outcome 3: Improved Detention Facilities and Police Premises		
1.	Number of Detention Facilities and Police Premises improved	<ol style="list-style-type: none"> 1. Developed policy documents, inspection tools meeting international standards. 2. 950 inspections were conducted in police facilities and premises leading to 165 recommendations submitted to NPS and other state organs for professionalising the Service. 3. 325 follow up inspections were conducted for enhanced compliance with policing standards.
Outcome 4: Functional Internal Affairs Unit (IAU)		
1.	IAU has own premises, adequate budget, adequate staff and other resources	<p>The Authority lobbied for;</p> <ol style="list-style-type: none"> 1. Acquisition of office space for the Unit 2. Implementation of Integrated Information Management System 3. Increased number of officers serving in the Unit 4. Held monthly meetings between the Authority and IAU to enhance inter-agency complaints handling.
Outcome 5: A Model Institution in Policing Oversight in Africa		
1	National, Regional and Continental and International Recognition	<p>Authority received four National awards:</p> <ol style="list-style-type: none"> 1. Three (3) Sector Accounting Standards (Cash Accounting) in the Ministries Financial Reporting Awards for best application of the International Public (FiRe) Awards 2. One (1) CAJ (Huduma Award)

No.	Indicator	Achievements as at June 2018
2	International/Continental experiential learning	The Board and Management had experiential learning in: <ol style="list-style-type: none"> 1. The UK and England in 2013 and 2016 respectively, 2. South Africa in 2016
3	Adoption of global practices and Standards	<ol style="list-style-type: none"> 1. The Authority officers were trained <ul style="list-style-type: none"> o By US and UK experts on operationalisation of the Authority's mandate o Development of policies, guidelines and tools 2. Developed and implemented Enterprise Content Management System

2.2.3 Challenges and Interventions

The key challenges faced during the 2014-2018 plan period and their respective interventions are as follows:

Table 5 : Challenges and Interventions

No.	Challenges	Interventions
1.	Non-cooperation by members of NPS and other relevant stakeholders	<ol style="list-style-type: none"> 1. Regular engagements with NPS top leadership and other relevant institutions. 2. Enforce IPOA Act and Compliance to NPS Act
2.	Inadequate human capital	<ol style="list-style-type: none"> 1. Recruit more staff; and 2. Enhance staff training and development
3.	High staff turnover	<ol style="list-style-type: none"> 1. Review and implement HR Policies and Procedures Manual 2. Improve staff terms and conditions of service 3. Develop and implement succession management strategy 4. Enhance staff training and development 5. Develop and implement car loan and mortgage policies
4.	Inadequate tools and equipment for implementation of the Authority's mandate	<ol style="list-style-type: none"> 1. Lobby Parliament to increase IPOA budget 2. Resource mobilisation
5.	Low levels of awareness of IPOA mandate	<ol style="list-style-type: none"> 1. Develop awareness creation programs on Authority's mandate 2. Establish more regional offices 3. Revamp the Authority's website
6.	Complexity within the criminal justice system	<ol style="list-style-type: none"> 1. Fast track finalisation of IPOA Regulations 2. Enhance multi-agency cooperation and complementarity.

2.2.3 Lessons learnt

Based on experiences during the implementation of the previous strategic plan, key lessons upon which future successes will be built were identified. The proposed interventions are outlined in the table below.

Table 6 : Lessons learnt

No.	Thematic Area	Lesson Learnt	Interventions Required
1.	Stakeholder engagement	Stakeholder engagement and cooperation is key in achieving IPOA mandate	1. Continuous engagement with state and non-state actors for effective service delivery
2.	Monitoring, Evaluation, Reporting and Learning (MERL)	An effective MERL system keeps implementation on track	1. Strengthen MERL system 2. Enhance data and information management
3.	Performance management	Linking strategic planning with performance management ensures implementation is on track	1. Integrate performance management system with monitoring and evaluation framework 2. Ensure participatory implementation of the strategic plan
4.	Awareness of the Authority's mandate	Increased public awareness increases the levels of achievement of IPOA mandate	1. Enhance sensitisation and outreach programmes 2. Enhance branding and visibility of the Authority
5.	Resource mobilisation	Diversification of sources of funding and prudent use of resources ensures financial sustainability of the Authority	1. Review and implement resource mobilisation strategy 2. Adhere to sound financial management practices and procedures
6.	Data management	A centralised records and data storage system improves decision making	1. Continuous improvement of data management system
7.	Human Capital	Positioning the Authority as the employer of choice will attract and retain the requisite skills	1. Review terms and conditions of service

2.3 Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis

An internal and external analysis of the Authority's environment was undertaken to provide information on how it impacts on the operations of the Authority. The internal environment has analysed the strengths and weaknesses while the external environment has provided the opportunities that are available and the threats that may inhibit success as outlined in Tables 7, 8, 9 and 10 respectively.

Table 7: Strengths

No	Strength	Strategic implication	Strategic response
1.	IPOA Act No. 35 2011	Independence and clear mandate	Comply with the provisions of the Act
2.	Competent, Supportive, Board	Strategic positioning of the Authority	Enhance capacity of the Board
3.	Qualified, competent and committed employees	Efficient and effective service delivery	<ol style="list-style-type: none"> 1. Continuous training and development 2. Institute retention strategies
4.	Elaborate policy and procedure framework	Clear work procedures and outputs	<ol style="list-style-type: none"> 1. Continuous review of policies and procedures 2. Sensitise staff
5.	Functional ECM system	Effective information management	Continuous improvement of the system
6.	Decentralisation of Authority's services	Enhanced visibility and access of services	Strengthen human and infrastructural capacity of the regional offices

Table 8 : Weaknesses

No	Weakness	Strategic Implication	Strategic Response
1.	Inadequate funding	Limits execution of mandate	<ol style="list-style-type: none"> 1. Lobby for increased budgetary allocation 2. Diversify sources of funding
2.	Inadequate human capital	Delays execution of mandate	<ol style="list-style-type: none"> 1. Recruit more staff 2. Outsource services
3.	Low levels of awareness of the Authority's mandate	Low realisation of mandate	Increase outreach activities
4.	Lack of structured feedback mechanism	Delayed feedback to complainants	Strengthen feedback mechanism

Table 9: Opportunities

No	Opportunity	Strategic Implication	Strategic Response
1.	Favourable policy, legal and regulatory frameworks	1. Clarity on mandate	1. Continuous engagement of the state and non-state agencies for positive results 2. Continuous vigilance on changing legal environment
2.	Multi sectoral approach to police oversight	1. Enhanced complementarity to deliver on mandate	1. Develop cooperation and complementarity framework
3.	Goodwill from stakeholders	1. Enhanced commitment to support the Authority 2. Opportunities for partnership 3. Enhanced implementation of recommendations	1. Sensitise stakeholders on the Authority's mandate 2. Mobilise additional resources 3. Enhance feedback mechanisms
4.	Advancement in Information, Communication and Technology	Improved visibility and service delivery	Enhance use of ICT in Authority's operations
5.	Ongoing police reforms	Enhance uptake of IPOA recommendations	1. Participate in police reforms initiatives, 2. Recommend and enforce recommendations

Table 10: Threats

No	Threats	Strategic Implication	Strategic Response
1.	Low public awareness on Authority's mandate	Low stakeholder participation	Educate the public on mandate of the Authority and enhance visibility
2.	Non-cooperation by stakeholders	Delays in delivery of the Authority mandate	Sensitise stakeholders on the need to cooperate and on the IPOA mandate

2.4 Environmental Scanning (PESTEL Analysis)

In order to appreciate the environment under which the Authority operates and allow it to find the best match between environmental trends and internal capabilities, PESTEL (Political, Economic, Social, Technological, Environmental and Legal) analysis was undertaken. The PESTEL issues considered important for this Strategic Plan are highlighted in the tables 11-16 below:

Table 11: Political factors

No	Political Factor	Strategic Implication	Strategic Response
1.	Constitution of Kenya (2010)	An impetus to IPOA mandate	Adhere to constitutional provisions
2.	Government policies	Elaborate policy framework on civilian oversight	Align Authority's policies to policy framework
3.	International and regional conventions, laws and treaties	Enriched IPOA policy and legal framework	Comply with relevant international conventions and treaties
4.	Expanded democratic space	Increased scope of work	Sensitise members of the public and the police on their democratic rights and responsibilities
5.	Heightened political environment	Increased abuse of force and firearms	Enhance policing oversight

Table 12 : Economic Factors

No	Economic Factor	Strategic Implication	Strategic Response
1.	High cost of living	Reduced levels of service delivery	Diversify sources of funding
2.	Unemployment	<ol style="list-style-type: none"> 1. High poverty and inequality levels 2. Increased levels of crime 3. Increased abuse of force and firearms 	<ol style="list-style-type: none"> 1. Sensitisation of the public and police on IPOA mandate 2. Enhance visibility and accessibility

Table 13: Social Factors

No	Social Factor	Strategic Implication	Strategic Response
1.	Demographic changes and urbanisation	Increased number of complaints	<ol style="list-style-type: none"> 1. Devolve oversight functions 2. Sensitisation on Authority's mandate
2.	Abuse of power and office	Loss of public trust and confidence	Enhance accountability and integrity internally and externally
3.	Outdated cultural practices	Compromised resolution of complaints against police misconduct	Sensitise public and police on IPOA mandate

4.	Negative attitude towards police	Fear of reporting police misconduct	Sensitisation and awareness creation.
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Table 14: Technological Factors

No	Technological Factor	Strategic Implication	Strategic Response
1.	Rapid change and new emerging technologies	Effective and efficient business processes	Adopt emerging technologies and maintain ICT systems
2.	Influence of social media	The demand for quicker feedback through the Social media platforms	Mainstream utilisation of social media
3.	Cyber insecurity	Increased cybercrime and threats	Secure Authority's data and information

Table 15: Environmental Factors

No	Environmental Factor	Strategic Implication	Strategic Response
1.	Non-Compliance with environmental laws	Increased complaints against Police Officers	Sensitise public and police on IPOA mandate
2.	Global Warming	Hostile working conditions for officers and IPOA staff.	<ol style="list-style-type: none"> 1. Adopt emerging environmentally friendly technologies 2. Comply with environmental laws and regulations

Table 16: Legal Factors

No	Legal Factor	Strategic Implication	Strategic Response
1.	Conflicting and overlapping laws	Overlapping mandate	<ol style="list-style-type: none"> 1. Continuous legal audit 2. Engage AGs office for legal advice and constitutional interpretation.
2.	International conventions	Enhanced legal framework	Comply with all ratified treaties and conventions
3.	Litigations and suits	<ol style="list-style-type: none"> 1. Diversion from Authority's mandate 2. Increased workload 	<ol style="list-style-type: none"> 1. Engage experts on legal matters 2. Recommend alternative dispute resolution mechanisms. 3. Capacity build the legal department

2.5 Stakeholder Analysis

Stakeholders play an important role in the Authority's ability to deliver on its strategy and meet customer expectations. The Authority is committed to stakeholder engagement and building good working relationships with a view to meeting stakeholder expectations and galvanising their support for delivery of our mandate. A summary of the stakeholder analysis is as shown in table below:

Table 17: Stakeholder Analysis

No	Stakeholder Category	Stakeholder Expectation	IPOA Expectation
1.	Office of the President	<ul style="list-style-type: none"> Good governance 	1. Continued support for realisation of IPOA mandate
2.	Parliament	<ul style="list-style-type: none"> Proposals for legal reviews Comply with and implement policing laws 	<ol style="list-style-type: none"> Funding of programs and activities Regular legal review to address emerging policing issues
3.	Ministry of Interior and Coordination of National Government	<p>Regular reports on police operations</p> <p>Impartial Oversight and reporting of police operations</p>	<ol style="list-style-type: none"> Cooperation in executing mandate Speedy feedback on reports Implementation of recommendations
4.	National Police Service (NPS)	<ol style="list-style-type: none"> Make recommendations aimed at reforming the service Independence and fair handling of complaints including the IAU 	<ol style="list-style-type: none"> Cooperation and complementarity. Notification of deaths and serious injuries Implement recommendations by the Authority. Regular feedback on implementation of Recommendations
6.	National Police Service Commission (NPSC)	<ol style="list-style-type: none"> Make recommendations aimed at improving police welfare (terms of service, housing, allowances, transfers, promotions and training) Independence and fair handling of complaints 	<ol style="list-style-type: none"> Cooperation and complementarity. Implement recommendations by the Authority. Regular feedback on implementation of recommendations
7.	Office of the Director of Public Prosecutions (ODPP)	Cases that meet evidential threshold	<ol style="list-style-type: none"> Cooperation and complementarity Speedy review of files and effective prosecution
8.	Judiciary	Cases that meet 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.	National Intelligence Service	Cooperation and complementarity	Cooperation and complementarity

No	Stakeholder Category	Stakeholder Expectation	IPOA Expectation
11.	Constitutional commissions and independent offices	Cooperation and complementarity	Cooperation and complementarity
12.	County Governments	Cooperation and complementarity	Cooperation and complementarity
13.	The office of the Government Pathologist	Cooperation and complementarity on mandate areas	Cooperation and complementarity on mandate areas
14.	Witness Protection Agency.	Cooperation and complementarity on mandate areas	Cooperation and complementarity on mandate areas
15.	Media	Effective coverage of Authority's update	Fair coverage
16.	Development partners	Effective implementation of the Authority's mandate	Provide checks and balances and capacity building
17.	Civil Society Organisation and professional bodies	Effective implementation of the Authority's mandate	Provide checks and balances
18.	The public	Speedy handling of complaints	<ul style="list-style-type: none"> Timely reporting of complaints Cooperation with the Authority



IPOA Commissioners and Senior Management during an internal validation on 24th April 2019.

CHAPTER THREE: STRATEGIC MODEL

3.1 Overview

This chapter provides the strategic intent of IPOA which includes the Vision, Mission, Core Values, Key Results Areas, Strategic Objectives and Strategies.

3.2 Vision, Mission, Motto and Core Values

The Authority intends to strategically focus on its core functions and operations as stipulated in the IPOA Act No. 35 of 2011. For this reason, the following strategic elements have been crafted to guide the process.

a) Vision

A transformative civilian oversight Authority that promotes public trust and confidence in the National Police Service.

b) Mission

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

c) Core Values

The following core values define expected standards of behavior and culture of the Authority:

a) Independence

The Authority, in execution of its mandate, shall be guided by rule of law and evidence in its operations and decision making.

b) Integrity and Accountability

The Authority shall exercise due care and undivided loyalty; commit to the highest level of trustworthiness and transparency while exercising its responsibility to the stakeholders.

c) Impartiality

The Authority shall be fair, objective and unbiased in discharge of its mandate.

d) Professionalism

The Authority commits to comply with laid down professional standards, and guarantee privacy and confidentiality of clients' information while meeting expectations of its mandate.

e) Accessibility

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

d) Motto

Guarding Public Interest in Policing

3.3 Key Result Areas (KRAs)

The strategic framework outlines four KRAs which reflect the Authority's mandate and functions and will be the pillars of this Strategic Plan. The KRAs are:

KRA 1: Police Accountability;

KRA 2: Stakeholder Cooperation and Complementarity;

KRA 3: Research and Information Management; and,

KRA 4: Institutional Capacity.

3.4 Strategic Objectives

The Key Result Areas will be achieved through the following strategic objectives:

KRA 1: Police Accountability

1. To build public confidence and trust in policing
2. To enhance compliance with human rights standards and fundamental freedoms

KRA 2: Stakeholder Cooperation and Complementarity

1. To strengthen cooperation with and complement state and non-state actors

KRA 3: Research and Information Management

1. To generate knowledge for evidence-based policy, strategy and decision making
2. To facilitate utilisation of knowledge for evidence based policy, strategy and decision making.

KRA 4: Institutional Capacity

1. To promote corporate governance
2. To strengthen human resource Capacity
3. To ensure institutional financial sustainability
4. To strengthen business systems and internal processes

3.5 Strategy Matrix

The following strategies were formulated in order to address the strategic objectives identified in 3.3 above:

Table 18: Strategy Matrix

No	Key Result Areas	Strategic Objectives	Strategies
1.	Police Accountability	1.1 To build public confidence and trust in policing	1.1.1 Prevention of police misconduct
			1.1.2 Effective complaints management
			1.1.3 Enhance compliance with legal framework
			1.1.4 Enhance monitoring, review and audit the functions of IAU
		1.2 To enhance compliance with human rights standards and fundamental freedoms	1.2.1 Investigations of police misconduct
			1.2.2 Strengthen inspection of police premises and detention facilities
2.	Stakeholder Cooperation and Complementarity	2.1 To Strengthen cooperation with and complement state and non-state actors	2.1.1 Enhance cooperation
			2.1.2 Enhance complementarity
3.	Research and Information Management	3.1 To generate Knowledge for evidence-based policy, strategy and decision making	3.1.1 Strengthen research
			3.1.2 Enhance sharing of research outputs
		3.2 To facilitate utilisation of knowledge for evidence-based policy, strategy and decision making	3.2.1 Enhance uptake of research findings and recommendations
			3.2.2 Institutionalise information management
4.	Institutional Capacity	4.1 To promote corporate governance	4.1.1 Enhance Board and management capacity
			4.1.2 Enhance visibility and corporate image
			4.1.3 Improve the level of service delivery to the public
			4.1.4 Enhance risk management and audit
		4.2 To strengthen Human Resource Capacity	4.2.1 Align Human Resource practice to policy, legal framework and best practice
			4.2.2 Strengthen organisational learning and development
			4.2.3 Enhance employee performance management system
			4.2.4 Improve and support employee welfare
			4.2.5 Enhance work environment
		4.3 To ensure institutional financial sustainability	4.3.1 Enhance resource mobilisation
			4.3.2 Enhance resource management
		4.4 To strengthen business systems and internal processes for efficient service delivery and uptime	4.4.1 Leverage and standardise ICT in all the operations

3.6 Key Planning Assumptions

During the implementation period, the Authority assumes that:

- i. There will be continued and adequate exchequer funding
- ii. Constitutional or legislative amendments will not affect IPOA mandate;
- iii. Political stability will prevail
- iv. Effective stakeholder cooperation and complementarity will prevail.



IPOA Chairperson Mrs. Makori addressing stakeholders during the external Strategic Plan validation on 28th May 2019.



External stakeholder validation participants on 28th May 2019.

CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Overview

The Authority will put in place a strategy coordination framework and strengthen its institutional capacity to be able to implement this plan successfully.

4.2 Governance Structures

The Authority is governed by a Board known as the Independent Policing Oversight Board that is responsible for policy and strategic guidance. The Director/Chief Executive Officer is responsible for the day-to-day management of the affairs of the Authority. The Authority is structured in directorates and departments.

a) Directorate of Complaints Management and Legal Services

The Directorate is responsible for receiving and processing complaints, offering counseling services to staff and clients, and providing legal services to the Authority.

b) Directorate of Investigations

The Directorate is responsible for investigations of Police misconduct.

c) Directorate of Inspections, Research and Monitoring

The Directorate is responsible for inspections of police premises, monitoring of police operations and research to enhance compliance with legal standards of human rights and fundamental freedoms.

d) Directorate of Business Services

The Directorate is responsible for providing the necessary support in the areas of Finance, General Administration, Records Management and Information Communication Technology.

In addition to the Directorates, the Authority has other departments and units as indicated below:

a) Human Capital Department

The Department is responsible for strengthening the capacity of the Authority through human resource planning, recruitment, training and development and staff performance management.

b) Communication and Outreach Department

The Department is responsible for communicating and managing public relations, brand management and awareness creation on the Authority's mandate.

c) Regional Offices Management Department

The Department is responsible for effective management and coordination of the Authority's regional offices.

d) Security Department

The Department is responsible for coordinating security and intelligence gathering functions in the Authority.

e) Risk and Audit Department

The Department is responsible for providing independent and objective reviews and assessments of operations, systems and internal controls of IPOA.

f) Procurement Department

The Department is responsible for the supply chain management in the Authority.

g) Performance Monitoring and Evaluation Unit

The Unit is responsible for coordinating planning, monitoring, evaluation, reporting and learning in the Authority.

4.3 Staffing Levels

To realise its mandate and effectively implement the envisaged activities, recruitment of optimal human resource capacity will be given priority during this planning period. The Authority as at June 2019 had 218 members of staff against a proposed establishment of 326 as shown in the table below.

Table 19: Staffing Levels

Directorate/ Department	Approved staffing	In post	Variance
Board Chair's Office	11	9	2
CEO Office	3	3	0
Investigations	52	29	23
Complaints Management & Legal Services	29	25	4
Inspection and Monitoring	25	14	11
Business Services	29	20	9
ICT	6	4	2
HR Management	5	3	2
Communication and Outreach	9	4	5
Security Service Unit	5	1	4
Risk and Audit Unit	6	2	4
Procurement	5	4	1
Regional Offices	141	100	41
	326	218	108

4.4 Organisational Structure

The Authority has an existing organisational structure. However, in the implementation of this plan, a review of the current structure will be necessary to align it to the strategic plan for

effective delegation, management processes and workflow. The existing organogram is shown below:

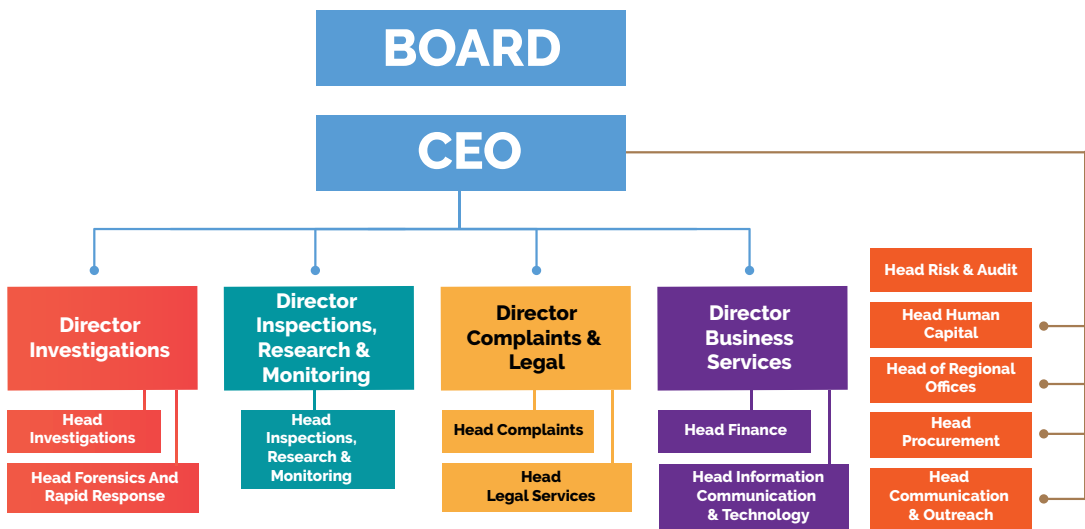


Figure 1: Organisational Structure

4.5 Strategy Implementation

Successful implementation of this strategic plan will be achieved through cooperation and complementarity with stakeholders. Implementation shall be cascaded to all levels by developing and implementing annual corporate and functional area work plans. Monitoring, evaluation, reporting and learning will be part of the implementation process.

4.5.1 Pre-Implementation

The Board will seek to:

- a) Communicate the plan to all stakeholders to ensure clarity of vision and mission;
- b) Sensitise staff on the Strategic plan and cascade it downwards;
- c) Align the organisation structure to the strategy;
- d) Assign roles and responsibilities to different players;
- e) Mobilise and allocate resources as identified in the plan;
- f) Align annual, functional and individual work plans to the corporate plan and budget; and
- g) Put in place an appropriate monitoring, evaluation and reporting framework

4.5.2 Implementation Phase

The Board is responsible for policy formulation and providing strategic leadership. The Director/CEO is the accounting officer and will ensure the overall coordination, implementation, monitoring, and evaluation of the Strategic Plan, including acting on decisions made by the Board. The in-charge of Directorates and Departments will be responsible for the day-to-day implementation, monitoring, evaluation and reporting of the plan to ensure that the planned activities are implemented.

The Director/CEO shall ensure:

1. Annual work plans and the annual budget are prepared, approved and implemented;
2. A performance management system is implemented;
3. Coordination of meetings to review progress and resolve issues that may arise in implementation;
4. The day-to-day implementation, monitoring and evaluation of the plan is undertaken, and feedback provided to all stakeholders;
5. Actual performance is measured and reported at all levels.

4.5.3 Post Implementation

A review of the strategy shall be carried out and lessons drawn to inform the next planning cycle. The Board will play an oversight role in the implementation, monitoring and evaluation of the Strategic Plan.

4.6 Linkages and Cooperation

The Authority will, through the Board, enhance cooperation with and complement stakeholders during implementation of the strategic plan.

4.7 Financial Implication

The Strategic Plan will be accomplished through activities whose resources will be allocated through the Programme-Based Budgeting (PBB) which has been adopted by the Authority as required by the Public Financial Management Act, 2012 and PFM Regulations, 2015.

The implementation matrix (Appendix I) indicates the resources required for implementing activities under the 9 strategic objectives that the Authority has identified. The projected resource requirements for implementation of the Authority's Strategic Plan 2019-2024 are Kshs. 7.624 Billion.

Table 20: IPOA Resource Requirement 2019-2024

Key Result Area	Strategic Objective	Financial Resource Requirements Estimate (KES. Million) Recurrent Expenditure Projections					
		2019/20	2020/21	2021/22	2022/23	2023/24	Total
Police Accountability	1) To build public confidence and trust in policing						
	2) To enhance compliance with human rights standards and fundamental freedoms	59,116	98,800	107,900	124,000	142,800	511,900

Stakeholder Cooperation and complementarity	1) To Strengthen cooperation with and complement state and non State actors	4,614	9,700	9,700	9,700	9,700	55,500
Research and Information Management	1) To generate Knowledge for evidence based policy, strategy and decision making						
	2) To facilitate utilisation of knowledge for evidence based policy, strategy and decision making	13,789	5,600	5,600	5,600	5,600	30,000
Institutional Capacity	1) To promote corporate governance						
	2) To strengthen Human Resource capacity						
	3) To ensure institutional financial sustainability	1,181,071	1,264,695	1,387,974	1,522,992	1,670,421	7,027,287
	4) To strengthen business systems and internal processes						
Total		1,258,590	1,373,795	1,511,174	1,662,292	1,828,521	7,634,372

4.8 Sources of funding

The Authority is funded from the National Treasury; however, the Authority will diversify sources of funding to realise its strategic plan.

4.9 Resource Mobilisation and Utilisation

Availability and efficient utilisation of resources is key to the successful implementation of the Strategic Plan. To finance the planned activities and ensure financial sustainability, the Authority will mobilise financial resources for its activities as follows:

- a) Implement resource mobilisation strategy
- b) Engage parliament and the National Treasury
- c) Comply with financial policies and guidelines
- d) Institute cost cutting strategies
- e) Engage Development partners

4.9.1 Measures to Eliminate Wastage and Losses

To promote prudent utilisation of resources, the Authority shall ensure that guidelines on expenditure control are fully applied. The Authority will:

- a) Adhere to planned activities as outlined in the Strategic Plan;
- b) Strengthen internal controls; and
- c) Embrace technology to enhance efficiency and reduce cost.

4.10 Risk Management

Possible risks, to which the Authority may be exposed to during the Strategic Plan implementation have been identified, ranked and suggested mitigation strategies provided as per the table below:

Table 21: Risk Analysis

No	Risk Factor	Risk Identified	Mitigation
1.	Operational risks	<ul style="list-style-type: none"> • Perceived high levels of police misconduct • Non-cooperation from the members of the NPS • Inaccessibility of IPOA services in all parts of the Country • Inadequate specialised equipment to realise the Authority’s mandate • Knowledge management 	<ul style="list-style-type: none"> • Implement mandate • Diplomatic engagement with NPS leadership and conduct outreach activities • Increase access of IPOA services across the country • Source for funds to procure specialised equipment • Upgrade and maintain data and information management systems
2.	Financial risk	<ul style="list-style-type: none"> • Inadequate funding • Delayed Exchequer release 	<ul style="list-style-type: none"> • Diversify sources of funding beyond the exchequer funds • Submission of funding request in advance
3.	Human risk	High staff turn over	<ul style="list-style-type: none"> • Review terms and conditions of service • Training and development of staff • Introduce mortgage and car loans • Review and implement rewards and recognition policy • Develop and implement succession management strategy
		Risks associated with implementation of Authority’s mandate	<ul style="list-style-type: none"> • Enhance security surveillance. • Enhance physical security within IPOA premises • Continuous sensitisation on security matters

4.	Legal risks	Retrogressive amendments to the Authority's Act	Lobby for favorable legislations
5.	Technological risks	<ul style="list-style-type: none"> · Misuse of social media · Cyber attacks 	<ul style="list-style-type: none"> · Enhance capacity on tracking usage of social media/social media surveillance · Install effective firewalls and other data recovery and information Security systems



IPOA's Strategic Plan development Ad hoc Committee meeting the Kenya School of Government for a status briefing.

CHAPTER FIVE: MONITORING, EVALUATION, REPORTING AND LEARNING

5.1 Overview

An effective Monitoring, Evaluation, Reporting and Learning (MERL) system is vital to the successful implementation of this Plan. The Authority will put in place a system that seeks to monitor, evaluate and report on progress towards planned objectives and provide feedback on the status of implementation for informed decision making.

5.2 Monitoring, Evaluation, Reporting and Learning Framework

The Authority's M&E function of this strategic plan has been informed by guidelines provided by The National Treasury and Planning. The various Key Result Areas, strategic objectives, targets and key performance indicators identified will form the basis of the MERL framework for this Plan.

Monitoring the implementation of the Strategic Plan shall be based on the corporate annual work-plan, functional areas annual work plans and individual work plans. Progress for each activity shall be measured against specific targets in the Plan and reporting done quarterly, biannually and annually. Results from the analysis shall then be used to inform decision-making, identify challenges and corrective action to be taken. The Board shall be responsible for overseeing implementation of the MERL framework.

5.3 Monitoring and Evaluation Team

For the Strategic Plan to be effectively implemented, MERL shall be coordinated by the Performance, Monitoring and Evaluation Unit. The Unit shall ensure that strategies are being implemented, performance is being measured, progress reports are made and discussed, and corrective action is taken where necessary. All the functional areas shall be accountable for the completion of tasks indicated in their respective workplans. Responsibility for data collection, collation, analysis and reporting on the Plan will rest with the officers' in-charge of the functional areas. The Director/CEO will ensure implementation of the MERL framework.

5.4 Linking MERL to Performance Management

For the implementation of the Plan to be effective, the MERL shall be an integral part of the Authority's performance management system and will be linked to staff appraisal system.

The Director/CEO shall ensure that a performance management system is implemented, actual performance is measured against negotiated targets at all levels and feedback provided to key actors in the implementation.

The Authority shall monitor and evaluate its activities and performance in the process of reporting on its Performance on quarterly, semi-annually and annual basis. The tracking of the Plan will be regularised to become part of this process.

5.5 Cascading the Plan

The Plan shall be cascaded to all staff members. This will enable each member of staff to understand and plan for their respective roles.

Functional area and individual work plans with clear performance indicators, resources requirements and responsibility for their achievement shall be developed in line with activities in the Plan.

5.6. Data and Information Collection Procedures

To facilitate reporting on performance, data and information collection templates and procedures shall be developed for use by the functional areas. The reports shall describe actions taken towards achieving the specific strategies of the Plan and shall include achievements, challenges, lessons learnt and recommendations.

5.7 Scheduled Meetings

To ensure implementation is on track, the Director/CEO shall ensure meetings are held to review progress and resolve issues that may arise in implementation. Scheduled meetings shall be held as follows:

- a) Monthly review meetings at the functional areas and Management Committee levels to ensure implementation is on track;
- b) Quarterly review meetings at the board to review implementation of the Plan.

5.8 Progress Reports and Review of the Plan

5.8.1 Progress Reports

Progress reporting on implementation of the Strategic Plan is important in adjusting strategic directions and measuring performance. The progress reports will be presented as follows:

- (a) Monthly reports - respective Directorates and Departments at Management Committee meetings
- (b) Quarterly reports - Management Committee and the Board; and
- (c) Biannual/Performance Reports - Management and Board in compliance with the statutory requirements
- (d) Annual Reports - Management, the Board in compliance with the statutory requirements

5.8.2 Review of the Plan

Review of the plan shall be undertaken after two and a half years and at the end of the Plan period by the Director/CEO with guidance from the Board.

After two and a half years of implementation of the Plan, a mid-term review will be undertaken giving a status report on implementation achievements, challenges, lessons learnt and take corrective measures where necessary.

The final evaluation of this Strategic Plan shall be carried out 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 realised;
- c) challenges faced and mitigation measures;
- d) lessons learnt; and
- e) the way forward on the subsequent Plan.

6.0 APPENDICES

Appendix I: Implementation Matrix

No	Key Result Areas	Strategic Objectives	Strategies	Activities	Output Indicators	5 year target	Performance target	Budget (Kshs.'000')	Resp.							
Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development																
							19/20	20/21	21/22	22/23	23/24	Total				
1.	Police Accountability	1.1 To build public confidence and trust in policing	1.1.1 Prevention of police misconduct	Develop a framework for mapping and monitoring incidences of police misconduct	Approved framework	1	1							TDS		
				Implement the mapping and monitoring framework	Level of implementation	100%	100%	100%	100%						TDS	
				Education and awareness creation	Sensitisation Manual	1	1									HOCO
					No. of dialogue sessions held	150	30	30	30	30						
					No. of training sessions held											
					No. of media engagements											
			1.1.2 Effective complaints management	Receive and process complaints	No. of complaints received	16000	3000	3500	4000	3000	2500			DCL		
			1.1.2 Effective complaints management		Proportion of complaints processed	100%	100%	100%	100%	100%	100%					
							503,442	967,728	1,003,443	1,127,728	1,449,158	5,051,499				
							1,153,500	1,628,500	1,628,500	1,523,280	4,823,277	8,192,500				
								5,127,280	4,500,000			15,973,837				

No	Key Result Areas	Strategic Objectives	Strategies	Activities	Output Indicators	5 year target	Performance target							Budget (Kshs.'000')					Resp.				
							19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total						
Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development																							
Police Accountability	1.1 To build public confidence and trust in policing		Communicate feedback on all complaints to clients	Proportion of feedback provided	100%	100%	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total						
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
Police Accountability		1.1.3 Enhance compliance with legal frameworks	Facilitate Alternative Dispute Resolution (ADR)	Proportion of complaints resolved through ADR	100%	100%	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total						
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
Police Accountability		1.1.3 Enhance compliance with legal frameworks	Develop, gazette and implement Authority's Regulations	Gazeted Regulations	1	1	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total						
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
Police Accountability		1.1.3 Enhance compliance with legal frameworks	Make and enforce recommendations	No. of recommendations made	5	1	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total						
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
Police Accountability		1.1.3 Enhance compliance with legal frameworks	Conduct legal audits and implement recommendations	% of recommendations enforced	100%	100%	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total						
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
Police Accountability		1.1.3 Enhance compliance with legal frameworks	Review and analyse investigation reports	Proportion of investigation reports reviewed and analysed	100%	100%	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total						
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												
							100%	100%	100%	100%	100%												

No	Key Result Areas	Strategic Objectives	Strategies	Activities	Output Indicators	5 year target	Performance target					Budget (Kshs.'000')					Resp.	
Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development																		
							19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total	
	Police Accountability	1.1 To build public confidence and trust in policing		Review laws and Regulations	No. of statutes and regulations reviewed	5	1	1	1	1	1	1	1	1	1	1	5,051,501	DCL
			1.1.4 Enhance monitoring, review and audit the functions of IAU	Monitor functions of IAU.	No. of functional areas monitored	5	1	1	1	1	1	1	1	1	1	43,924,920	DIRM	
				Review reports from IAU	No. of reports reviewed	5	1	1	1	1	1	1	1	1	1	5,051,501	DCL	
			1.1.4 Enhance monitoring, review and audit the functions of IAU	Audit complaints referred to IAU by the Authority and those lodged by the public	No. of audits conducted	5	1	1	1	1	1	1	1	1	1	5,051,501	DCL	
		1.2 To enhance compliance with human rights standards and freedoms	1.2.1 Investigations of police misconduct	Conduct investigations	Proportion of complaints earmarked for investigations	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	347,261,050	DI	
					Proportion of complaints investigated	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	19,233,450	DI	
				Equip the control forensic laboratory to workable level	A functional control forensic lab	1	1									19,233,450	DI	

No	Key Result Areas	Strategic Objectives	Strategies	Activities	Output Indicators	5 year target	Performance target					Budget (Kshs.'000')					Resp.	
							19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24		Total
Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development																		
3.	Research and Information management	3.1 To generate Knowledge for evidenced based policy, strategy and decision making	3.1.1 Strengthen research	Conduct studies	Number of Research Reports	15	3	3	3	3	3	4,615,064	7,995,064	8,705,064	9,809,864	12,799,864	43,924,920	DIRM
			3.1.2 Enhance sharing of research outputs	Hold stakeholders validation forums	No. of forums held	10	2	2	2	2	2	1,000,000	6,000,000	7,000,000	7,500,000	9,000,000	30,500,000	DIRM/ HOCO
		3.2 To facilitate utilisation of knowledge for evidence based policy, strategy and decision making	3.2.1 Enhance uptake of research findings and recommendations	Disseminate research reports	No. of research reports disseminated	15	3	3	3	3	3	1,153,500	1,628,500	1,628,500	1,628,500	2,153,500	8,192,500	HOCO
			3.2.2 Enhance uptake of research findings and recommendations	Develop a feedback template	No. of feedback template	1	1											
		3.2 To facilitate utilisation of knowledge for evidence based policy, strategy and decision making	3.2.1 Enhance uptake of research findings and recommendations	Track recommendations	No. of recommendations tracked	200	40	40	40	40	40	704,820	1,354,820	1,404,820	1,578,820	2,028,820	7,072,100	DIRM/ PM&E
			3.2.2 Enhance uptake of research findings and recommendations	Develop strategy papers and policy briefs	No. of strategy papers developed	20	4	4	4	4	4	4,615,064	7,995,064	8,705,064	9,809,864	12,799,864	43,924,920	DIRM
					No. of policy briefs developed													DIRM

No	Key Result Areas	Strategic Objectives	Strategies	Activities	Output Indicators	5 year target	Performance target					Budget (Kshs.'000')					Resp.									
							19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24		Total								
Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development																										
Institutional capacity	4.1 To promote corporate governance	4.1.1 Enhance Board and management capacity	Review and implement instruments of corporate governance	Code of conduct and ethics	1	100%	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total	CEO								
							1	1	100%	100%	100%															
							1	1	100%	100%	100%												CEO			
							1	1	100%	100%	100%												CEO			
							1	1	100%	100%	100%													CEO		
							1	1	100%	100%	100%													CEO		
							1	1	100%	100%	100%													CEO		
							1	1	100%	100%	100%													CEO		
							1	1	100%	100%	100%														CEO	
							1	1	100%	100%	100%														CEO	
Institutional capacity	4.1 To promote corporate governance	4.1.2 Enhance visibility and corporate image	Review and implement communication policy	Reviewed policy	1	100%	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total	HOCO								
							1	1	100%	100%	100%															
							1	1	100%	100%	100%													HOCO		
							1	1	100%	100%	100%													HOCO		
							1	1	100%	100%	100%														HOCO	
							1	1	100%	100%	100%														HOCO	
							1	1	100%	100%	100%														HOCO	
							1	1	100%	100%	100%														HOCO	
							1	1	100%	100%	100%															HOCO
							1	1	100%	100%	100%															HOCO
Institutional capacity	4.1 To promote corporate governance	4.1.2 Enhance visibility and corporate image	Increase access to IPOA services	No. of offices established	8	100%	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total	CEO								
							2	2	2	2	2															
							2	2	2	2	2														CEO	
							2	2	2	2	2														CEO	
							2	2	2	2	2															CEO
							2	2	2	2	2															CEO
							2	2	2	2	2															CEO
							2	2	2	2	2															CEO
							2	2	2	2	2															CEO
							2	2	2	2	2															CEO
Institutional capacity	4.1 To promote corporate governance	4.1.2 Enhance visibility and corporate image	Publish IPOA performance reports	No. of reports published	15	100%	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total	HOCO								
							3	3	3	3	3															
							3	3	3	3	3														HOCO	
							3	3	3	3	3														HOCO	
							3	3	3	3	3															HOCO
							3	3	3	3	3															HOCO
							3	3	3	3	3															HOCO
							3	3	3	3	3															HOCO
							3	3	3	3	3															HOCO
							3	3	3	3	3															HOCO
Institutional capacity	4.1 To promote corporate governance	4.1.2 Enhance visibility and corporate image	Organise open forums to articulate IPOA mandate	No. of access forums held	160	100%	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total	HOCO								
							32	32	32	32	32															
							32	32	32	32	32														HOCO	
							32	32	32	32	32														HOCO	
							32	32	32	32	32															HOCO
							32	32	32	32	32															HOCO
							32	32	32	32	32															HOCO
							32	32	32	32	32															HOCO
							32	32	32	32	32															HOCO
							32	32	32	32	32															HOCO

No	Key Result Areas	Strategic Objectives	Strategies	Activities	Output Indicators	5 year target	Performance target	Budget (Kshs.'000')	Resp.										
							19/20	20/21	21/22	22/23	23/24	Total							
Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development																			
Institutional capacity	4.1 To promote corporate governance	4.1.2 Enhance visibility and corporate image	Organise consultative meetings with external stakeholders	No. of consultative meetings	50	10	19/20	20/21	21/22	22/23	23/24	1,153,500	1,628,500	1,628,500	2,153,500	8,192,500	HOCO		
							30	30	30	30	10	1,628,500	1,628,500	2,153,500	8,192,500	HOCO			
		4.1.2 Enhance visibility and corporate image	Develop and disseminate IEC materials	Types of IEC materials developed	5	5	5	19/20	20/21	21/22	22/23	23/24	1,153,500	1,628,500	1,628,500	2,153,500	8,192,500	HOCO	
								5	5	5	5	5	1,628,500	1,628,500	2,153,500	8,192,500	HOCO		
		4.1.3 Improve the level of service delivery to the public	Conduct customer satisfaction survey and implement recommendations	No. of IEC materials disseminated	250000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	HOCO
4.1.3 Improve the level of service delivery to the public	Review and implement the regional framework for coordination and management	Level of implementation	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	HRO		
																		1	1
Total																			
							1,409,640	2,709,640	2,809,640	3,157,640	4,057,640	14,144,200							

No	Key Result Areas	Strategic Objectives	Strategies	Activities	Output Indicators	5 year target	Performance target					Budget (Kshs.'000')					Resp.	
Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development																		
							19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	Total	
	Institutional capacity	4.1 To promote corporate governance	4.1.4 Enhance risk management and audit	Review and implement the Enterprise Risk Management Framework	Updated ERM Register	1	100%	100%	100%	100%	100%	352,410	677,410	702,410	789,410	1,014,410	3,536,050	HR&A
			4.1.4 Enhance risk management and audit	Level of implementation	Level of implementation	100%	100%	100%	100%	100%	100%							HR&A
				Undertake Audits	No. of audit reports	50	10	10	10	10	10	352,410	677,410	702,410	789,410	1,014,410	3,536,050	HR&A
				Review and implement the security policy	Level of implementation	100%	100%	100%	100%	100%	100%							HR&A
				Review and implement the security policy	Reviewed Policy	1	100%	100%	100%	100%	100%	3,204,820	3,854,820	4,404,820	5,578,820	9,528,820	26,572,100	HOS
				Review and implement HRM manual	Level of implementation	100%	100%	100%	100%	100%	100%							HOS
		4.2 To strengthen Human Resource Capacity	4.2.1 Align Human Resource to policy, legal framework and best practices	Review and implement HRM manual	Revised HR Manual	1	100%	100%	100%	100%	100%	242,742,800	278,177,667	284,984,376	330,623,709	350,366,710	1,486,895,262	HHC
				Review and implement organisational structure	Level of implementation	100%	60%	80%	90%	100%	100%							HHC
				Review and implement organisational structure	Reviewed structure							242,742,800	278,177,667	284,984,376	330,623,709	350,366,710	1,486,895,262	HHC

No	Key Result Areas	Strategic Objectives	Strategies	Activities	Output Indicators	5 year target	Performance target					Budget (Kshs.'000')					Resp.		
							19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24		Total	
Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development																			
Institutional capacity	4.2 To strengthen Human Resource Capacity	4.2.1 Align Human Resource to policy, legal framework and best practices	Review and implement organisational structure	Level of implementation	100%	100%	100%	100%	100%	100%	100%	242,742,800	278,177,667	284,984,376	330,623,709	350,366,710	1,486,895,262	HHC	
			Mainstream cross-cutting issues	No. of policies developed	3	1	1	1	1	1	1	1	242,742,800	278,177,667	284,984,376	330,623,709	350,366,710	1,486,895,262	HHC
		4.2.2 Strengthen organisational learning and development	Train and develop staff	Percentage of staff trained	100%	30	50	70	90	100	100	100	17,220,000	32,220,000	15,220,000	30,220,000	35,220,000	130,100,000	HHC
			Review and implement the performance management system(PMS)	Reviewed PMS	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-
		4.2.3 Enhance employee performance management system	Review and implement rewards and recognition policy	Reviewed Policy	1	100%	100%	100%	100%	100%	100%	234,940	451,607	468,273	526,274	676,274	2,357,368	HHC	
			Level of implementation	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	HHC

No	Key Result Areas	Strategic Objectives	Strategies	Activities	Output Indicators	5 year target	Performance target					Budget (Kshs.'000')					Resp.	
							19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24		Total
Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development																		
Institutional capacity	4.2 To strengthen Human Resource Capacity	4.2.4 Improve and support employee welfare	Implement employee wellness and welfare schemes	No. of schemes implemented	2	100%	1	1	1	1	1	234,940	451,607	468,273	526,273	676,273	2,357,366	HHC
							100	100	100	100	100	100						
		4.2.5 Enhance work environment	Conduct and implement employee satisfaction surveys' recommendations	Survey Reports	3	100%	1	1	1	1	1	234,940	451,606	468,274	526,273	676,273	2,357,366	HHC
							100	100	100	100	100	100						
		4.3 To ensure institutional financial sustainability	4.3.1 Enhance resource mobilisation	Review and implement a resources mobilisation policy	Reviewed Mobilisation Policy	1	100%	1	-	-	-	-	536,546	969,880	1,003,213	1,119,213	1,419,214	5,048,066
100	100							100	100	100	100							
4.3 To ensure institutional financial sustainability	4.3.2 Enhance resource management	Review and implement Financial Policies and Procedures Manual	No. of reviewed policies and procedure manual	2	100%	1	1	1	1	1	536,546	969,880	1,003,213	1,119,214	1,419,215	5,048,068	DBS	
						100	100	100	100	100	100							

No	Key Result Areas	Strategic Objectives	Strategies	Activities	Output Indicators	5 year target	Performance Target					Budget (Kshs.'000')					Resp.	
							19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24		Total
		Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development					1,258,590,400	1,373,795,000	1,511,174,000	1,662,292,000	1,828,521,000	7,634,372,402						

Key:

- CEO: Chief Executive Officer
- DBS: Director Business Services
- DCL: Director Complaints and Legal
- DI: Director Investigations
- DIRM: Director Inspections, Research and Monitoring
- HHC: Head of Human Capital
- HOCO: Head of Communication and Outreach
- HOS: Head of Security
- HR&A: Head of Risks and Audit
- HRO: Head of Regional Offices
- PM&E: Performance Monitoring and Evaluation
- TDS: Technical Directors, Complaints Management and Legal; Inspections, Research, Monitoring and Investigations.

Appendix II: Monitoring, Evaluation and Reporting Framework

Overall Objective: To enhance police accountability through stakeholder cooperation and complementarity, research and information management, and institutional capacity development							
Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
KRA 1: Police Accountability	Professional, responsive and friendly service	Increase in reporting of police misconduct	28%	38%			
		Increased levels of Public satisfaction with the Authority's response to reported cases of police misconduct	39.4%	45%			
		Increased levels of public satisfaction with speed of police in attending to needs	34.5%	40%			
		Level of implementation of IPOA recommendations		40%			
KRA 2: Stakeholder Cooperation and complementarity	Seamless delivery of services	Reduced cases of non-cooperation from members of the NPS	54 cases	0			
		Functional referral and follow up mechanism		100%			
		Functional feedback mechanism		100%			
KRA 3: Research and information Management	Knowledge based interventions and decisions	Increased levels of public confidence with the Authority	43.3%	50%			
		Percentage increase in resources mobilised	15%	20%			
KRA 4: Institutional capacity	Effective institution delivering on its mandate	Increased customer satisfaction index	55%	65%			
		Increased employee satisfaction index	51.3%	70%			
		Increase in automation index	60%	80%			

THE IPOA BOARD



Mrs. Anne Makori
Chairperson

Mrs. Anne Makori is the Chairperson of the Independent Policing Oversight Authority. She holds a Law Degree (LLB Hons) from the University of Nairobi, a Postgraduate Diploma from the Kenya School of Law, a Postgraduate Diploma in Human Resource Management and a Masters in Leadership. She is a Certified Public Secretary (C.P.S.) K., a Certified Professional Trainer and a Certified Professional Mediator.

Anne has a vast experience spanning over 20 years with exposure at both Board and Management levels. She has worked for the Government of the Republic of Kenya, the Media Industry, the Finance Sector (Banking) and Legal Practice specializing in civil litigation, conveyancing and corporate law. Mrs. Makori has also undertaken Human Resource Consultancy at both local and international levels.

She is an experienced leader in the areas of strategy development and implementation, company secretarial, organizational review, performance management, culture and change management as well as business development having previously given oversight and leadership at different levels including serving as a General Manager in charge of Business Development, Legal and Human Resources.

Mrs. Makori is a member of Law Society of Kenya (LSK), Institute of Certified Public Secretaries of Kenya (ICPSK) and the Institute of Human Resource Management (IHRM). She is also actively involved in community service in the areas of education, literacy and language development for small and marginalized community groups as well supporting Churches.



Dr. Jonathan Lodompui, PhD
Vice-Chairperson

Dr. Lodompui holds a PhD in Political Science and Public Administration with a bias in Conflict Transformation, a Master's Degree in International Relations and Diplomacy and a Bachelor's Degree in Public Administration and Political Science biased on Reforms and Transformational Development all from the University of Nairobi. He also holds two Diplomas.

He has management experience in various organizations and in national consultancies in transformative development, peace building, conflict management and security matters. He has presented locally, internationally and contributed in academic journals including; Conflict Analysis and Mapping in Kenya, Impoverishment of the Pastoralists Groups in Kenya, Fathers are parents too, the Collapse of the EAC in 1977, the National interest of Tanzania, Samburu Origins, Migrations and Settlement and Internal and external conflict triggers.

He is the Vice Chairperson at IPOA, and the immediate former Director for the Enablers and Macros Directorate at the Kenya Vision 2030 Delivery Secretariat, which is charged with coordination of the implementation of infrastructure projects.

Prior, he worked with the Military as an Air Force Officer, the Child Fund as a Regional Coordinator, Teachers Service Commission as a Chief Research Officer and a Director at Kenya Vision 2030 Secretariat. He also taught at various universities including the University of Nairobi, Technical University of Kenya, Africa Nazarene University and the United States International University.



Dr. Jimmy Mwithi, PhD
Commissioner

Jimmy is a holder of Doctor of Philosophy (PhD), Leadership and Governance from the Jomo Kenyatta University of Agriculture and Technology. An holder of a Master's degree in Business Administration (MBA) Strategic Management – Kenya Methodist University (KeMU) and Bachelor of Arts (Hons) Criminology; – Egerton University. He is a fellow at the Kenya Institute of Bankers (FKIB); a full Member of the Kenya Institute of Management (MKIM) and a Certified Fraud Examiner (CFE). He has attended to several courses on management, leadership and governance.

He has served in various capacities in the Public and Private sector for 29 years and has dealt with strategy/policy formulation, capacity building programs, intelligence collection, investigations and prosecution of criminal & civil cases.

He has worked at the Kenya Police Service, Efficiency Monitoring Unit (Office of the President), Kenya Anti-Corruption Commission, Consolidated Bank of Kenya Limited and a University Lecturer. He has published Journals on Leadership & Governance, Strategy formulation and Security.

He is a former Chairman of the Association of Certified Fraud Examiners (ACFE) Kenya Chapter and former Chairman of the Kenya Bankers Association (KBA), Security Committee. He chairs the Audit and Risk Committee of the Board.



Ms. Fatuma Mohamud
Commissioner

Fatuma is a Gender and Governance Specialist who holds a Masters and Bachelor's Degree in Gender and Development Studies from the University of Nairobi. She has over 20 years experience in policy-related development issues, policy formulations, dealing with stakeholders, donor organizations and local communities.

She is a trained mediator with expertise in fostering peaceful coexistence, conflict management and national cohesion. She founded the Women Centre for Peace and Development, an NGO that empowers marginalized women in peace, security and education through economical and political participation in the Northern Counties of Kenya. She has knowledge of the relevant national and international gender and human rights instruments, convention and legislation.

Fatuma was a Commissioner with the National Cohesion and Integration Commission and also served as a part time lecturer at the Egerton University's Institute of Women Gender and Development Studies. She is a member of the National Women Steering Committee which advocates for the implementation of the two-third constitutional gender rule. She also served at the Barclays Bank (K) Ltd. in several capacities. She chairs the Communication and Outreach Committee of the Board.



Ms. Doreen Muthaura, MBS
Commissioner

Ms. Muthaura is an advocate of the High Court of Kenya, an expert in Legislative Drafting, Law Reform, Policy Formulation and evidence based Regulatory Impact Assessment (RIA).

She holds a Masters Degree in Law (LLM – Distinction) from the University of London, Law Degree (LLB Hons.) from Moi University, a postgraduate Diploma in Legal Studies from the Kenya School of Law, a Postgraduate Diploma in Legislative Drafting from the Royal Institute of Public Administration (RIPA – International) London, a Postgraduate in Evidence Based Policy Formulation and Translating Policy into Legislation from RIPA International London, Certificate in Effective Governance, Leadership and Integrity from the Griffith University, Queensland Australia.

She has served in various capacities in the Public and Private sectors. She was the Vice Chairperson and Commissioner at the Kenya Law Reform Commission, from 2013 to 2018 where she chaired the Committee on Law Reform, Policy Formulation and Legislative Services, spearheaded and drafted the first Legislative Process Guide in Kenya, participated in the drafting of over 60 model laws for County Governments customization and adoption, developed several Government policies and other legal instruments.

She is a law lecturer and has trained County Attorneys

and other senior Government officers.

She worked for the Commission for the Implementation of the Constitution (CIC) from 2011 where she participated extensively in drafting laws required by the Fourth Schedule to the Constitution.

Ms Muthaura was instrumental in drafting the National Police Service Act, National Police Service Commission Act, Independent Policing Oversight Authority Act, Kenya Defence Forces Act, Power of Mercy Act, National Security Council Act, National Intelligence Service Act, amongst others.

She is also a Parliamentary Counsel having worked for the Office of the Attorney-General, State Law Office, Legislative Drafting Department. At the AG Chambers, she drafted several legal instruments, Bills and subsidiary legislation and offered high profile legal and legislative advice to the Government of Kenya.

She participated in various taskforces and committees including the Taskforce on the Review of the Mandatory Nature of the Death Penalty in Kenya and has also undertaken law reform and legislative drafting consultancies at both local and international levels. She is a Member of the Law Society of Kenya, the East African Law Society, the Commonwealth Association of Lawyers, the Commonwealth Association of Legislative Counsel (CALC), the Chevening Scholars Alumni, the Federation of Women Lawyers Kenya Chapter FIDA-K and an Australian Award Fellow.

She is also actively involved in community service in the areas of human rights, education as well supporting women, churches and other charity organizations.

She chairs the the Human Development Committee of the Board.



Dr. Walter Owen Ogony
Commissioner

Dr. Ogony, a distinguished medical practitioner, is a former Chief Medical Specialist at the Kenyatta National Hospital and Assistant Director of the Surgical Division. He has served in Public Service for 35 years, including 27 at Kenyatta National Hospital where he rose to the Chief Specialist position.

He holds a Masters Degree in Medicine from the University of Nairobi, Postgraduate Diploma from University of London, and Fellowship of the Eastern Africa College of Ophthalmologists. He is a registered and licenced member of the Medical Practitioners and Dentists Board and also a member of the Kenya Medical Association and Ophthalmological Society of Kenya.

He is vastly experienced in medical practice having initially worked as a general practitioner, then later as a specialist, medical education and management. He is conversant with matters pertaining to work injury and benefits. Throughout, Dr. Ogony has upheld professional and personal ethics, integrity and honesty. He chaired and also sat as member of several Taskforces and Committees of the Kenyatta National Hospital while in service.

He has attended several courses including, Senior Management Course at the Kenya School of Government, Corporate Governance, BIDE Performance Contracting, Industrial Relations at F.K.E and Trustee Development Programme Kenya. He is a past Chair and member of the Board of Governors of Sidindi Secondary School and a past member of the Nairobi Health Management Board.

In 2012, His Excellency the President awarded Dr. Ogony the Order of the Grand Warrior (OGW) for his exemplary service to the nation.



Ms. Praxedes Tororey
Commissioner

Ms. Tororey holds a Masters degree in Women's Law from the University of Zimbabwe and pursuing another Masters in Diplomacy and Foreign Policy at Moi University.

She has a Bachelor of Laws (LLB); University of Nairobi, Diploma in International Environmental Law-making and Diplomacy; University of Joensuu, Diploma in Women's Law and a Diploma in Law from the Kenya School of Law, Certificates in Management and Strategic Reform of Electoral Processes, Legal Audits, Legislation Drafting, Mediation, Arbitration, Conflict Management and Dispute Resolution, Strategic Leadership Development Programme and Corporate Governance.

Praxedes has twenty-six years of Public Service having worked as Magistrate in Narok, Nanyuki, Karatina and Machakos Law Courts.

She participated in the development of the Judiciary Bench Book for Magistrates in criminal proceedings and also developed a training manual on application of Human Rights Instruments in Courts by Judicial Officers.

She served as an in-house General Counsel with a State Corporation and Constitutional Commission in Public Sector Management, Constitutional Development, Administration of Justice, Human Rights, Devolution, Policy and Legislative Drafting, Elections management, Management of Forests and Corporate Governance including development of National Anti-corruption frameworks. She was Director, Legal and Public Affairs at Independent Electoral and Boundaries Commission (IEBC). Among other achievements, she supported the transition of Kenya's electoral management body from ECK, IIEC to the IEBC, developed the Referendum Regulations, 2010 and the Referendum Media Guidelines of the same year.

Ms Tororey also served as the Corporation Secretary and Head of Legal Services at the Kenya Forest Service. At KFS, she helped develop the Board Code of Conduct, Code of Conduct for disciplined officers, four (4) Subsidiary Legislations under the Forest Act and a litigation strategy

for the Service. She also trained Forest Officers in prosecutions and oversaw their Gazettement.

She is a member of the International Commission of Jurists (Kenya Chapter), Law Society of Kenya, FIDA-Kenya and Kenya Women Judges Association, Associate Member of the Chartered Institute of Arbitrators, Member, Consolata Friends Association (Flora Chapel Branch), Vice Chairperson, One More Day for Children and a life member of the Red Cross Society of Kenya.

She has undertaken various leadership responsibilities including; Chairperson, Review of Electoral Laws Taskforce and Referendum Technical Committee (IEBC), member to the Taskforce on Review of Legal, Policy and Institutional Framework for fighting Corruption in Kenya, 2015, Secretary, Legal Reforms, Electoral Code of Conduct and Compliance Committee (IEBC), Taskforce Member, National Steering Committee on Devolved Government; Chairperson Court Users Committee, Registrar of Titles, Ministry of Lands, Past Secretary, Jurist of the Year – International Commission of Jurists (ICJ).

Ms Tororey is the Chairperson of the Technical Board Committee.



Hon. John Waiganjo
Commissioner

Hon. John Waiganjo is an Advocate of the High Court with a Law Degree from the University of Nairobi and a Postgraduate Diploma in Law from the Kenya School of Law. He was admitted to the Bar in 1996.

He represented the OI Joro Orok Constituency in Parliament between 2013 to 2017 where he was credited for making more than 360 presentations. In Parliament, he was a member of the Departmental Committee on Justice and Legal Affairs where his name is synonymous with the Penal Code (Amendment) Bill and the Criminal Procedure Code (Amendment) Bill which sought to abolish the death penalty. Championing for proper procedures to be followed during drafting and enactment of laws by various State agencies, Hon. Waiganjo supported the Parliamentary Committee on Delegated Legislation's rejection of PSV regulations developed by

the National Transport and Safety Authority which had not been tabled in Parliament arguing that it was only Parliament that could make laws.

Hon. Waiganjo is also a Co-Convenor of the Kenya Parliamentary Human Rights caucus and a member Law Society of Kenya.

He is senior partner at J.M. Waiganjo and Company advocates, an avid sports fan and a black belt in Shoto Kan martial artist.

Hon. John Waiganjo is the Chairperson of the Finance and Administration Board Committee.









Independent Policing
Oversight Authority

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