NATIONAL POLICE SERVICE

Strategic Plan

2013/14 - 2017/18

"Service with Dignity"

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Foreword

It is with great pleasure that I release this strategic plan which will deliver the continued police reforms and transformation of the National Police Service.

The plan articulates strategies that are being deployed over five (5) years towards a holistic transformation of the Service. In particular, it will strengthen the establishment of various institutions like Internal Affairs Unit, County Policing Authorities and Community Policing Committees as service delivery organs.

Other areas of the strategy include provision of leadership and command to realise harmonisation of component Services, specifically Kenya Police and Administration Police. This will be achieved through collaboration and development of common programmes like training, use of standardised Service Standing Orders, and other administrative systems and approaches.

To ensure a sustained reform agenda articulated in reform legislation, the reforms proposed in legislation and by various stakeholders will be implemented over the next five years. A Reforms Directorate will be established, which will link with reform champions across the Services. The reforms will focus primarily on the policing style, service delivery, modernisation of facilities and use of technology as a thrift to modern policing.

This plan proposes establishment of strategic linkages with diverse stakeholders locally and internationally. NPS will target to benchmark and learn from the best police services in the world. This will ensure that NPS builds momentum towords achieving her grand vision of becoming; "A World-class Police Service."

The plan envisages strengthening of the institutional capacity that encompasses extensive training of officers, creating a condusive working environment and implementing a performance and quality management system. This is coupled with increased automation and extensive utilization of ICT in policing which will require the networking of all stations and offices, enhanced communications and use of CCTV and other ICT solutions

Certainly, the plan requires increased annual budgets to ensure consistent implementation. While the Government has made significant effort in resource allocation, I also expect that County governments, development partners, business sponsors and public will support the Service using appropriate platforms.

Finally, Community Policing as a philosophy and crime prevention strategy will be implemented across the entire country. It is a proven model of policing that ensures sensitivity to local conditions and promotes citizen participation. Communities will be encouraged to work with the police in enhancing their own security as envisaged in the Constitution. County Policing Authorities are charged with the responsibility of implementing Community Policing in their Counties. NPS will work with Governors in operationalising CPAs and ensure effective delivery of service at the community level.

I invite all the stakeholders to join NPS in fulfilling her Mission, which is, "To provide professional police service through community partnership and upholding rule of law for a safe and secure society."

Thank you.

Joseph Ole Nkaissery

Cabinet Secretary, Ministry of Interior and Coordination of National Government

Acknowledgements

The development of this Strategic Plan was a consultative process that involved members of the Service drawn from Kenya Police Service (KPS), Administration Police Service (APS) and Directorate of Criminal Investigation (DCI). The initial team spent time thinking through the process of developing the Strategic plan leading to formulation of vision and mission statements.

Later the team undertook an intensive planning workshop during which the provisions were articulated. Further engagement with senior officers ensured that the provisions were in tandem with the intended changes and reforms in the Service. In this regard, I wish to thank all the Officers who were involved in the drafting and development of this Plan. Although their names may not be listed in full, their contribution is invaluable.

In particular, I wish to thank my predecessor Mr. David Kimaiyo who oversaw the development of this plan. I am also greatful to UNODC for providing financial and technical support during the development of this plan. I thank the Chief of Staff, Mr William Thwere for coordinating the process of this strategic plan development and also appreciate the services of Dr Eliud Nthiga, the Strategic Management Consultant who worked with the team from inception to completion of this plan.

I am most grateful to the team for providing guidance throughout the planning period and ensuring that the provisions in this plan are in tandem with legal provisions, aspirations of the Service and the general public.

Finally, I wish to acknowledge and thank all the stakeholders who also contributed to the plan during the validation workshop. This includes civil society organisations and members of public. I thank you all.

Mr Joseph Boinnet

Inspector General, National Police Service

NATIONAL POLICE SERVICE

Kenya Police Service passout parade

List of Acronyms

APS	Administration Police Service
BQ	Bill of Quantities
CBOs	Community Based Organisations
CCTV	Closed Circuit Television
CIC	Constitution Implementation Commission
CPA	County Policing Authorities
CPC	Community Policing Committees
CSOs	Civil Society Organisations
DCI	Directorate of Criminal Investigations
DIG	Deputy Inspector General
DPP	Director of Public Prosecution
EAC	East African Community
EAPCCO	East African Police Chiefs Conference Organisation
ERPS	Enterprise Resource Planning System
FBOS	Faith Based Organisations
FGM	Female Genital Mutilation
GDP	Gross Domestic Product
GPS	Global Positioning System
HIV & AIDS	Human Immuno-deficiency Virus & Acquired Immune-deficiency Syndrome
HQS	Headquarters
HRM	Human Resource Management
IAU	Internal Affairs Unit
ICT	Information, Communication and Technology
IEC	Information, Education and Communication
IPOA	Independent Police Oversight Authority
ISO	Organisation for International Standardization
KDF	Kenya Defense Forces
KFS	Kenya Forest Services

KHRC	Kenya Human Rights Commission
KNHRC	Kenya National Human Rights Commission
KPS	Kenya Police Service
KWS	Kenya Wildlife Service
M&E	Monitoring and Evaluation
MDAS	Ministry, Departments and Agencies
MOU	Memorandum of Understanding
MRC	Mombasa Revolutionary Council
MTP	Medium Term Plan
NEMA	National Environmental Management Authority
NGOS	Non-governmental Organisations
NIS	National Intelligence Service
NPS	National Police Service
NPSC	National Police Service Commission
NYS	National Youth Service
PESTLE	Political Economic Social Technological Legal Environmental
PPPs	Public Private Partnerships
PR	Public Relations
PSIP	Public Sector Integrity Programme
QMS	Quality Management System
R & D	Research and Development
SP	Strategic Plan
SOPs	Standard Operating Procedures
SRC	Salaries and Remuneration Commission
SSO	Service Standing Orders
SWOT	Strengths Weaknesses Opportunities Threats
TOR	Terms of Reference
TOT	Training of Trainers
UN	United Nations
VDS	Vision 2030 Delivery Secretariat

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Chapter One

Introduction

Vision 2030 reiterates this commitment;

"The government will expand, equip and modernize the security agencies to ensure that every Kenyan is assured of their safety and their property…The pay and conditions of service for security personnel will also be improved. Measures will be put in place to support community policing and invest in new technology such as CCTV to improve security."

1.1 Background

Security is critical in achieving and sustaining the economic growth that is envisaged under Vision 2030, with the Government committed to creating a society free of fear and danger. A secure Kenyan environment provides a key incentive for attracting investments both from within and without in order to stimulate economic growth in the country.

To achieve the above, the Government has undertaken to support the transformation of the National Police Service (NPS) into a vibrant and modern organisation that is highly trained, professional and resourced to address 21st century policing challenges. The functions of the NPS will be underpinned by a commitment to the fundamentals of human rights and freedoms, gender concerns and promotion of positive relations with the broader society all cited under the Constitution of Kenya 2010.

Vision 2030 reiterates this commitment;

> *"The government will expand, equip and modernize the security agencies to ensure that every Kenyan is assured of their safety and their property… The pay and conditions of service for security personnel will also be improved. Measures will be put in place to support community policing and invest in new technology such as CCTV to improve security."*

With the establishment of the National Police Service as one of the institutions of the larger police reform process, the development of this strategic plan sets the stage for a prioritised agenda that will accelerate the highly anticipated police reforms.

Inspector General Mr. Joseph Boinnet being sworn into office

As a priority, this plan will focus on the establishment of an Internal Affairs Unit (IAU) to increase police accountability; establishment of County Policing Authorities as a move towards the devolution of policing responsibility to the County in support of the two tier government; vetting of police officers to validate and ensure their suitability and competence; comprehensive rollout of community policing as a national policing philosophy and the operational and institutional strengthening of the police service in general.

The process of operational and institutional strengthening and reform will require political and community goodwill, inspirational and collaborative leadership, commitment by all officers and appropriate allocation of resources. This plan articulates how the implementation will be carried out through leading to the realization Vision and Mission of NPS.

1.2 Mandate of National Police Service

The National Police Service Act, 2011, and the Constitution of Kenya recognizes the significant role security agencies play in promoting public safety, law and order.

According to the National Police Service Act, 2011, Part III (24, 27 and 35) the National Police Service is mandated to primarily undertake the following functions:

- Protection of life and property;
- Provision of assistance to the public when in need;
- Maintenance of law and order;
- Preservation of peace;
- Prevention and detection of crime;
- Apprehension of offenders;
- Investigation of crimes;
- Collection of criminal intelligence;
- Conduct forensic analysis;
- Maintenance of Criminal Records;
- Receiving and investigating complaints;
- Provision of border patrol and border security;
- Provision of specialized stock theft prevention services;
- Protection of government property, vital installations and strategic points;
- Coordinating with complementing government agencies in conflict management and peace building;
- Rendering of support to government agencies in the enforcement of administrative functions and the exercise of lawful duties;
- Fostering relationships with international police agencies;
- Enforcement of all laws and regulations with which it is charged; and
- Performance of any other duties that may be prescribed by the Inspector General or any other written law from time to time.

1.3 Rationale for the Strategic Plan

This strategic plan serves as a link between the national government aspirations for development as articulated in the Kenya Vision 2030 blue print, and the necessity for security, without which there can be no meaningful development. The government has identified security as one of its key priorities. The social pillar of Vision 2030 specifically seeks to achieve a "just and cohesive society."

Under the political pillar for Vision 2030 development Blue Print, Kenya aims at institutionalizing a framework that promotes a fair, affordable and equitable access to justice. In this regard, the National Police Service together with other players are expected to put in place specific strategies involving the alignment of the national policy and a legal framework, which meets the needs of a market-based economy, human rights and gender equity, as well as play a critical role in the promotion of the rule of law.

This Strategic Plan, which covers the period 2013 – 2018, provides a road map for NPS to provide a safe and secure environment for all, and articulates strategies for realising the vision of becoming a "World Class Police Service".

The plan outlines activities geared towards transforming the service. The integration process between the Kenya Police and the Administration Police provides an opportunity to develop a common purpose and agenda, which this strategic plan is intended to achieve.

To ensure effective implementation of community policing, the plan seeks to engage all police officers across the ranks to partner with the communities in operationalizing the Community Policing policy.

With activities set out in a prioritised sense, there is opportunity for sequenced gradual modernization of the Service within the planned period. However, the current state of the Service creates a negative impression due to low resourcing of the Service which

Unveiling of the Service Standing Orders (SSOs)

may lead to delayed modernization, poor service delivery and in-effective management of security as desired by the citizenry.

This plan therefore takes cognizance of the needs and expectations of the police and other stakeholders. It also takes cognizance of the challenging environment under which the Service performes its roles and puts to consideration strengths, weakness, opportunities and threats facing the Service. Fundamentally, this strategic plan is designed to meet the demands and expectations of a Service that is people centred and ensures a secure Kenya.

1.4 Development of 2013-2018 Strategic Plan

The process of development of this strategic plan was all inclusive and ensured participation of all stakeholders, both internal and external. The process was preceded by several meetings by officers at the Inspector General's Offices where proposals for vision, mission and core values were received in preparation for the planning workshop. Inspector General's perspectives of the NPS were also received.

A strategic planning workshop was held where officers deliberated on the strategic objectives and how they were to be implemented. From them were derived primary activities, outputs, indicators and generally the implementation matrix. A structure for implementing the plan and resource mobilisation strategies was determined. This was done in conformity to guidelines provided by Ministry of Planning and Devolution.

Further consultations were carried out and views from stakeholders including heads of the three Police Units, Ministry officials, development partners and civil society incorporated. The process culminated in a validation workshop where the plan was adopted. This participatory process was critical in ensuring that the public, as well as Government and officers of all ranks had their views articulated and incorporated to ensure ownership of this Strategic plan.

Chapter Two

Institutional Analysis

"Security is a key incentive for attracting investment as it provides an enabling environment for individuals and businesses to thrive. The economic growth and development anticipated in Kenya cannot be achieved and sustained without a peaceful, stable and secure environment. Security sector envisions a society free from danger and fear by 2030. It aims at guaranteeing every person in Kenya freedom from danger and freedom from fear."

2.0 Institutional Analysis

The National Police Service is established as a Service under national government to provide security service to all Kenyans. It is traditionally known that the core functions of police are maintenance of law and order, protection of life and property, prevention and detection of crime, apprehension of offenders and preservation of peace. These provisions are variously articulated in several instruments namely; the Constitution of Kenya 2010, National Police Service Act 2011. Vision 2030 (MTPII 2013-2017), The National Government Coodination Act 2013 and other relevant documents.

2.1 The Constitution

Article 244 of the constitution provides principles that the NPS must adhere to and comply with. They are categorised into two: First, adherence to constitutional standards of human rights and fundamental freedoms and second training staff to the highest possible standard of competence and integrity.

Specifically, NPS will:

- strive for the highest standards of professionalism and discipline among its members;
- prevent corruption and promote and practice transparency and accountability;
- comply with constitutional standards of human rights and fundamental freedoms;
- train staff to the highest possible standards of competence and integrity and to respect human rights and fundamental freedoms and dignity; and
- foster and promote relationships with the broader society.

2.2 Vision 2030

Vision 2030 has identified Security as a major area of focus. It takes cognizance thus:

> *"Security is a key incentive for attracting investment as it provides an enabling environment for individuals and businesses to thrive. The economic growth and development anticipated in Kenya cannot be achieved and sustained without a peaceful, stable and secure environment. Security sector envisions a society free from danger and fear by 2030. It aims at guaranteeing every person in Kenya freedom from danger and freedom from fear."*

During the first MTP 2008-12, the security sector endeavored to address issues of national security. Special emphasis was placed on security reforms aimed at enhancing the capacity of the State to protect its citizens and property from both internal and external threats. These reforms included modernizing security infrastructure, enhancing policing, transforming penal facilities into correctional institutions, improving security officers' welfare, refocusing policing to be more intelligence-led, enhancing surveillance by incorporating CCTVs, and integrating vital data needed for effective security management.

The major achievements under the first MTP 2008-12 was estimated at 60% implementation of the six flagship projects namely: forensic laboratory; Installation of surveillance cameras in Nairobi, Mombasa, Nakuru and Kisumu; Police reforms programme including police housing project; establishment of a national security database; establishment of an Integrated Population Registration System (IPRS), and Procurement of e-visa / border management system.

2.3 National Police Legislative Framework

After enactment of the Constitution, it was envisaged that relevant legislation would be put in place to give full effect to the provisions thereof.

Three institutions were created to ensure Police reforms; The National Police Service Commission (vide NPSC Act 2011); National Police Service (vide NPS Act 2011) and Independent Police Oversight Authority (IPOA Act 2011).

The clamour for comprehensive reforms were ignited around 2008 after the post election violence and drafting of "Agenda Four." The three Acts have made provisions that are guiding the reform agenda for the Police.

2.4 Strategic Implications of National Police Service Act, 2011

There are several implications emanating from the NPS Act that will define NPS. While a detailed discourse may not be necessary in this strategic plan, it is important to highlight some of the issues since they affect the way the Service will be shaped. These include;

- Determination of Ranks harmonized across the two main Services (section 4:2).
- Transfer of all officers and staff (civilian) immediately preceding the Act to Officers and employees of the NPS (Section 7).
- The empowerment of Inspector General and his core functions (section 8-11).
- Functions of the two Services and DCI (Section 22-35).
- Establishment of County Policing Authorities (section 40-44).
- Formation of Police Officers Associations (section 82-86).
- Formation of Internal Affairs Unit for increased police accountability and discipline (section 87-95).
- Operationalisation of Community Policing as a philosophy (section 96-100).
- Reciprocity arrangements (section 107-109).
- Operationalisation of National Police Reserve (section 110-115).
- Issuance of Service Standing Orders (section 10 and 131).
- Establishment of a Police Reforms platforms (section 126; 132)

2.4.1 Reorganization of KPS, APS & DCI

The absorption of the staff and the rationalizing of ranks will demand extensive analysis of jobs, placements and review of structures across the Services. This activity will address duplication of efforts and deployments, thereby strengthening, utilization of the Human Resource capacity and rationalization of functions within NPS.

Vetting of Officers to acertained competence and suitability in order to give the Service a new image and credibility, will be undertaken. Harmonizing the Services and addressing the challenges of cultural differences and resistance will be achieved by the development of programmes to improve attitudes and promote cooperation and collaboration.

Issuance of Service Standing Orders will mark a major strategic shift aimed at harmonizing and standardizing policing practice across the Services.

Whilst functions and roles of each Service are described in the relevant Sections of NPS Act 2011 and their distinctive roles outlined, the main focus will be harmonising of activities in support of the NPS mandate.

2.4.2 Establishment of County Policing Authorities

The National Police Service Act, 2011, section 41 establishes County Policing Authorities in all 47 Counties. Consequently, the Inspector General has deployed County Commanders in the the Counties to maintain law and order. In line with the Act and to achieve this effectively the County Commanders will be members of the County Policing Authority. The Governor or a member of the County Executive Committee appointed by the Governor shall be the chairperson of the CPAs.

The County Policing Authority will be instrumental in the provision of security in the Counties. Its functions as outlined in section (41) (9) of the National Police Service Act, 2011 include; development of proposals and prioritized plans for crime prevention; promoting of Community Policing, monitoring progress of crime prevention and targets, facilitating community participation, provision of financial oversight and reporting on crimes.

> *"The County Policing Authority shall prepare, publicize and submit quarterly reports to the Inspector-General, Cabinet Secretary, County Assembly and Governor regarding accounting for the status and progress on each of the functions with which it is charged and the impediments to the performance of those functions."*

2.4.3 Service Delivery at Station Level

Police Stations are the "window shop" to the National Police Service. It is at this point that the vast majority of the citizens access the services provided by the Service.

It is at the police stations where Services are expected to plan and work together. They will collect and keep police records, register the victims of crime and violence, have facility to deal with complaints against police misconduct, and maintain appropriate lock-up facilities.

To make police stations effective centres of service delivery, there will be need for modernization of stations. That will include automation of records, use of ICT, expansion and standardization of physical structures. There is also need to refurbish the Stations and equip them adequately.

2.4.4 Crime management

Over the last five years crime in the country has been on the increase. Serious crimes have been escalating at the rate of between 3% and 4%. Serious crimes most regularly registered in many parts of the country are robberies, murders and sexual offences. However, the most seriuos threat to National Security remains terrorism and other forms of organised crime.

Kenya has been exposed to various crime threats emanating from actions of unemployed youth, illegal refugees, infiltration by bordering communities due to porous borders, easy access to illicit firearms and more recently terrorism, organised crime, radicalization of youth along religious lines and separatist tendencies.

The Police and government have emphasized the importance of collaboration in fighting crime. It requires the combined efforts of all stakeholders, eg Courts (as part of Criminal Justice System), CSOs and Citizenry, hence the essence of the establishment of a robust community policing system. Lack of modern and adequate facilities, metamorphosis and sophistication of crime have contributed to the challenge of fighting it.

However, the 2012/2013 Annual Report on Crime Statistics indicated a significant decrease of crimes especially after the March 2013 General Elections.

The table below illustrates the crime trends for 6 years;

Year/ Category of Crime	2007	2008	2009	2010	2011	2012
Murder	1402	1822	1711	1613	1662	1733
Robbery with Violence	3771	2251	1735	1776	1787	2429
Carjacking	43	20	67	31	33	19
Dangerous Drugs	5036	3926	3698	3756	3815	3115
Sexual Offences (Rape & Defilement)	3044	2650	3416	3825	3682	3629
Economic Crimes	1311	1143	1427	1520	1475	1471

Source: Annual Kenya Police Service Statistics, 2012

Crime management will be a major priority concern during the period of this plan. Research carried out by independent bodies indicated Kenyans are keen on reforms only if they are geared towards ensuring their security. Therefore, participation of the citizenry and other stakeholders through community policing efforts is essential.

2.4.5 Community Policing

Community Policing is an internationally recognized method for ensuring safer neighbourhoods by engaging communities to contribute to their safety and security. Community Policing is both a philosophy (a way of thinking) and an organisational strategy (a way to carry out the philosophy) that allows the police and the community to work together using innovative ways to solve problems of crime, disorder and safety among other issues that improve the quality of life for everyone in that community.

The approach has been tried out for a couple of years with significant success in some areas like Kikuyu and Lari in Kiambu County, however in some areas it has not worked as well. There will be deliberate effort to ensure models are created that will address specific needs in each County.

The responsibility for implementing community policing is the County government under the County Policing Authorities but coordinated by NPS with Police Stations providing the operational base.

A National Policy on Community Policing has been developed. The policy addresses the legal and institutional framework and provides broad and specific guidelines for effective implementation of Community policing.

2.4.6 Establishment of Internal Affairs Unit

One of the major reforms achieved under the police reform agenda was the establishment of an Internal Affairs Unit (IAU). Its key roles are to receive and investigate complaints against the police, promote uniform standards of discipline and good order in the Service, and keep a record of the facts of any complaints or investigations made together with results and disciplinary findings. A key facet of their role is to work towards increasing levels of public trust and confidence in the Service, and its willingness and ability to deal with errant officers in a robust, transparent and ethical manner.

A major requirement will be the devolution and replication of the Unit functions in all Counties and a coordination of complaints recording at the Police Station level. There is a requirement that the Units be located in separate offices from the rest of the Service. This will create a demand for more offices and automation of the same..

The IAU will work in close collaboration with oversight agencies such as IPOA, The National Police Service Commission and other relevant stakeholders.

2.4.7 Modernization of NPS

As mentioned earlier the government has put effort in modernizing the Security and policing sector with focus on;

- Improving security infrastructure,
- Making best use of modern technology in investigations,
- policing and surveillance using an integrated approach;
- public education;
- improvement of police officer welfare (both housing and pay);
- installation of new and improvement of existing ICT;
- increasing focus on the citizen and community policing; and
- Enhancement of research capacity in crime control.

2.4.8 Cross cutting concerns in the Service

Vetting of all Police Officers

This exercise started in earnest and has continued with senior and middle level Officers vetted to determine their competence and suitability to serve in the NPS. Conducted independently by the NPSC, the objective is to identify and address cases of impropriety and incompetence which give police a bad image and loss of confidence by the public. Vetting is a major aspect of police reforms.

Establishment of welfare organisations

The NPS Act has stipulated the need to establish staff organisations aimed at improvement of welfare and as channels for articulating special concerns like gender. The Act provides freedom for officers to belong to other professional organisations. It is expected that such organizations will be formed.

Human Rights based policing

Human Rights are clearly articulated in the Constitution and the NPS Act. It is a fundamental requirement that NPS cooperates in development of HR mainstreaming strategies that ensures officers adhere to the highest level of responsibility in observing human rights particularly in the use of firearms and arrests. This plan envisages collaborative working relationship with Human Rights Bodies to bring about behaviour change that is desired.

Gender Mainstreaming

The Constitution requires that in all public institutions, one third of its staff be of opposite gender. The NPS is historically skewed towards male gender among uniformed officers. While this is expected to be corrected over time, programmes to ensure gender mainstreaming will be undertaken progressively.

Ethical & Equity Concerns

The Service has previously been viewed severally as indisciplined and lacking ethos inspite of having excellent officers who have served with distinction. Enforcement of core values will ensure adherence to the code of conduct and attitude and behaviour change that are desired in the service.

A change from a reactive organization to a proactive and intelligence–led Service will strongly improve service delivery. This means placing the right people in the right places at the right time; analyzing, detecting and preventing crimes before they happen and using technologies that will enhance modern policing approaches. This will call for effective resourcing of NPS and allocation of resources in crime-prevention priority areas.

Integrated and networked ICT and Data Management Systems

Due to low levels of computerization and automation, the Service has lagged behind in utilisation of technology-based crime management structures and systems, lacked basic data, and sharing of crime records.

During the planned period, NPS will seek to aquire ICT systems and other security technologies, and ensure an effective data management system. ICT is key in transforming policing in Kenya and strengthening investigations, identification and tracing of criminals and enforcement of traffic rules. Installation of CCTV cameras in major towns, networking of police stations, establishment of data and communication centres as well as e-crime prevention platforms are some of the projects that will be implemented in earnest. Establishment of a forensic laboratory is long overdue.

Corruption

Corruption has tarnished the reputation of the otherwise good, hardworking and excellent Service. Various complaints of bribery, mistreatment of officers by their seniors, mishandling of suspects, cases of corruption in recruitments and promotions all serve to spoil the Service. During the planned period there will be development of a robust corruption prevention strategy that will address ethical and service standards and eradicate all cases of systemic corruption. In collaboration with IAU and other oversight bodies, every means will be applied to restore the reputation of the Service to one that properly attracts the accolade of 'world Class Police Service'. Other law enforcement agencies will also play a critical role in fighting corruption.

2.4.9 Linkages with other National Policing Organs

NPS Act establishes clear and strong linkages between the various policing organs right from the National Security Council, Cabinet Secretary, NPSC, IPOA and others. This plan seeks to strengthen strategic linkages with all relevant stakeholders' and key players to ensure effective delivery of policing services.

In principle, the Cabinet Secretary is responsible for provision of Policy direction and ensuring sustainable reforms within the Service. National Police Service Commission is expected to deal with matters related to welfare of Officers and staff which include; recruitment, employment, transfers, remuneration among others.

Independent Policing Oversight Authority is also linked to the NPS for purposes of ensuring accountability of officers, and will operate in collaboration with IAU, which is responsible for investigating all complaints against Police misconduct. It is envisaged that with improved internal and external accountability the Service will deliver quality service and ensure adherence to ethical and professional standards.

The National Security Council on it's part is responsible for approval of the number of officers required in the Service in the course of providing and assessing internal security capabilities under national and foreign policing policy and programmes (section 4 & 127 NPS Act 2011).

2.5 Staff and Organization Structure

Policing is a 'people oriented' activity and people are acknowledged to be the most valuable resource in any organization. Therefore appropriate staffing, appointment, posting and monitoring and evaluating performance is critical to achievement of results.

Currently NPS has staffing deficit of 11,000 Uniformed officers arising from variance of authorized staff complement of 86,336 against a total of 75,325 in post (i.e. 41,009 KPS/DCI uniformed officers and APS 34,316). With a fast growing population, there is need to train more officers to meet the internationally recommended Police Population ratio of 1:450, as well as make best use of the existing establishment.

During the planned period, NPS will develop a comprehensive strategic Human Resource Management and Development framework to address primary human resource gaps and concerns. The framework will ensure effective recruitment, training, retention of professional skills within the Service, and ensure productive performance based management that is linked to the overall policing agenda.

Capacity building of serving officers through in-service and on-the-job tailored programmes will continue. This is aimed at enhancing officers capacity and for continued improvement. NPS will establish a Senior Leadership and Command-training programme for senior officers to ensure high quality leadership capable of transforming the NPS. There will be a review of curriculum for the basic training and undertaking of regular training needs and impact assessments. There will also be massive investment in training officers in community policing as the preferred model of policing.

2.6 Vision 2030 Security Sector Institutional Reforms for 2013-2017

According to VDS, the following are projects identified in the 2nd MTP 2013-2017 which are relevant to NPS. Some may not be implemented in the current period however they all point towards ensuring security and safety of the Country;

- Create a new Border Security Force / Unit;
- Enhance the capacity of the National Police Service to train 15,000 police officers annually to comply with the UN recommended police to population ratio of 1:450;
- Establish Coast Guard Service and Kenya National Maritime Security and Safety committee;
- Establish peace building and conflict management structures in all the counties;
- Introduce technology to deal with cattle rustling and other forms of livestock theft;
- Establish a framework for coordination of public and private security stakeholders;
- Upgrade early warning system and disaster management coordination mechanism in the country;
- Develop internal framework for promotion, protection and fulfillment of the right of victims support services;
- Creation of a Metropolitan Police Unit;
- Establishment of a statutory Police Reforms Implementation Commission to coordinate, monitor and supervise the implementation of Police Reforms; and
- Strengthen the new independent Police complaints mechanisms (Internal Affairs Unit - IAU)

2.7 NPS Priority Areas

Aligned from the provisions in Vision 2030 and Ministry of Interior and Government Coordination, Several areas were identified which will be prioritised in the short and the medium term;

- Strengthening of policing policy regime that require development of various policies, guidelines and manuals
- Development of physical facilities
- Application of ICT and modern technologies in policing
- Improvement of staff welfare: housing, salaries and allowances
- Capacity building and enhancement of officers
- Research and development in crime including intelligence led policing, early warning mechanisms and crime trend analysis
- Changing police image & culture that requires strategic communication, branding, culture change, HR and gender mainstreaming among other efforts

All these efforts are expected to lead to an improved safe and secure environment, which is the overall purpose of policing.

2.8 Capacity Assessment to Implement the Strategic Plan

NPS has the requisite capacity to undertake the proposals made towards reforming the Police Service and has established relevant structures to achieve that. The Inspector General has established a Directorate that will be responsible for coordination of reforms. The Directorate will work in liaison with other departments within NPS headquarters' and the Services to design and implement programmes addressing the various relevant areas of service.

It is envisaged that uniformed officers will be deployed in the areas of their core mandate while the non-uniformed officers will continue to provide support in other relevant areas. Due to dearth of technical capacity in some areas, officers with required technical skills will be employed to undertake specialized services and will be provided with appropriate packages for retention and motivation.

Relevant structures to ensure effective implementation of this plan will be established while rationalizing various commands, formations, units and facilitative structures to ensure effective and efficient service delivery. The police modernization strategy will be put in place to ensure a rapid response and sustained fight against crime with particular emphasis on prevention action and rigorous investigation of cases.

Relevant required capacity will be developed using continuous and on-the-job training to equip officers in all areas including emerging crimes like cyber, terrorism, money laundering, human trafficking, white collar and other organised crimes. Benchmarking coupled with exchange and reciprocal programmes will be put in place to ensure the Service achieves the desired "World-class" standards.

Commission Chairman, former Inspector General and Service Chiefs in consultation

Chapter Three

Situational Analysis

3.0 Situational Analysis

It is vital for every organisation to understand the kind of environment it is operating in and what factors may influence success or cause failure of its strategy. The environment is usually affected by factors internal and external to the organisation.

Usually three tools are used to undertake environmental scan or analysis; the PESTLE, SWOT and Stakeholders analysis. Stakeholders analysis helps to identify all the key actors and what they contribute to the success of the strategy. Getting to know their expectations provides a platform for formulation of a strategy that meets those needs.

SWOT (Strengths, Weaknesses, Opportunities and Threats) identifies factors internal and external that would ensure success of the strategy and threats, which must be managed. As a tool it helps to identify strengths to build on, opportunities to take advantage of and weaknesses that ought to be addressed.

On the other hand PESTLE (Political, Economic, Social, Technological, Legal and Environmental) examines the environmental factors that are likely to impact on policing including political, economic and social issues etc.

Below is a summary of SWOT, PESTEL and stakeholders Analysis,. Detailed analysis is attached at the appendix 1.

3.1 SWOT Analysis

Some of the strengths identified that would give NPS head start include;

- A proper legislative framework in the NPS Act 2011 and other legislations allowing for an effective policing role.
- There is goodwill from the citizenry, development partners and government.
- The Service has excellent training and capacity building approaches with relevant institutions in place.
- There is also extensive experience of over 100 years; and
- The Service has international recognition having participated in various peace keeping missions, helped train regional police forces and stood to the policing challenges nationally.

Some of the identified weaknesses and that this strategy will seek to address include;

- Inadequate resources and infrastructure to support effective service delivery due to low budgetary allocations, obsolete and inadequate equipment.
- Low morale among officers caused by comparative low wages, inadequate welfare facilities, unclear career progression or scheme of service among many other HR concerns.
- Lethargy and inadequate HR capacity caused by loss of trained officers to private sector.
- Inadequacy in technical and specialized skills.
- Negative reputation occasioned by endemic corruption, abuse of human rights, excessive use of force, inability to respond to needs, strong negative work culture and attitudes and gross unaccountability.
- Lack of clarity of roles caused by inadequate or unclear policies, poor supervision, poor performance management structure and rapid changes within the security sector among other challenges.

However, the NPS has an opportunity of turning around the Service in the midst of the above challenges and various threats. In particular there are opportunities in;

- Improving Officers welfare and wellbeing;
- Ensuring increased accountability as stipulated in the functions of IAU and IPOA;
- Improving public confidence by dealing with corruption, increasing partnership between police and public through community policing

and establishment of County Policing Authorities across the country;

- Improving budgetary and resource mobilisation to address modernization agenda and provision of equipment, retention of officers and improved welfare;
- Harmonise operations through collaborative and integrated systems for efficient and effective service delivery.
- Employing innovative and effective communication strategy

Some of the threats that NPS will have to manage include;

- Negative perception of the Service by the public.
- Rapid and changing crime trends requiring innovative and sophisticated response systems.
- Confusion arising from misunderstanding on police reforms, changed law and legal regimes, establishment of County Policing Authorities and most critically implementation of the Community Policing initiative.
- Resistance to change by officers, increased litigation on flimsy grounds and the negative impact of vetting of police officers.
- Threat of increased crimes occasioned by militarization and radicalization of youth, terrorism and organised crimes and
- Inadequate resources that may lead to inability to finance police operations and modernization efforts.

3.2 PESTLE Analysis

Every organisation operates in an external environment, which is influenced politically, economically, socio-culturally, technologically legally and environmentally. It is therefore vital to determine how these factors are likely to affect the implementation of this plan.

Politically the following issues were identified;

- There will be continued Political instability among the neighboring countries eg Somalia which is likely to escalate cases of insecurity in the country
- Kenya will remain stable but with ethnic tensions which have to be managed to ensure continued security. Political tensions are likely to escalate insecurity.
- The increased demands by devolved government for security and the need for NPS to provide officers to support this, is likely to create competition and political overtones
- At the regional level there is demand for harmonization of policing practice and legislation as well as information sharing building pressure for ICT and other technological requirements for NPS
- Demand for police reforms by public and other stakeholders will continue to provoke adverse feelings, some that will be political.

Economically, the following factors will influence policing;

- Funding of security projects like the CCTV and modernizing of Service will certainly require heavy capital investment.
- There is need to improve on staff welfare, and terms and conditions of service.
- The growing economy coupled with presence of natural resources like oil and other minerals discovered in Kenya are likely to create a robust economy. This will require improved methods of policing to deal with related emerging crimes.

- There is possibility of under-funding due to devolution demand and the fluctuating budget and other global impacts like economic recessions, low GDP and other economic factors
- There is also a general view that unemployment is likely to afflict many kenyans increasing income parity which is likely to spur crimes

Closely linked to economic are social and cultural concerns;

- Negative views about ethnicity will continue to bedevil Kenyan communities heightening crime
- The threat of a breakdown of morals & anti-social behaviour can lead to more criminals and increased crimes
- Negative practices like cattle rustling, alcohol and drug abuse, FGM and other crimes will continue to impact on policing. Some of these are centuries old customs which are difficult to eradiate
- The changing demographics and social stratification will influence crime trends with more youth getting involved and the poor becoming poorer and tending towards crime
- At the global level, Kenya will continue to be influenced by various cultures that are likely to spur activities like terrorism, radicalization, extremism, cybercrime among others
- Corruption is a major social concern which must be addressed to restore credibility back to the police

On the technological front;

- Due to the fast changing technological advancements, there is evolution of crimes, obsolescence of equipment; cybercrimes and other emerging concerns
- Technology will also aid policing; eg use of mobile communication, computers, CCTV cameras, Forensic science etc
- There is demand to automate many aspects of police operations which will make sharing of information and other data, communication and access of police data by the public easier.

NPS has a legal regime that is new and requires time to implement. However, it is going to be influenced by;

- International instruments and provisions which kenya is a signatory to
- Legislative constraints
- Litigations arising from police actions
- Some legal provisions are inhibitive to policing work
- Increased public awareness and participation

Environmentally;

- Environmental oversight bodies like NEMA will expect NPS to enforce environmental laws some that are difficult to enforce
- There are also many crimes against animals and endangered species
- Human development activities are likely to cause conflicts eg in the informal settlements
- Global warming and other climatic changes are likely to cause famines and droughts, flooding and other ecological challenges
- The officers live and work in un-conducive environment. There is urgent need to address some of the situations like accommodation and housing

3.3 Stakeholders Analysis

A comprehensive stakeholders' analysis was carried out which identified key concerns inform of their expectations and respective expectations by NPS. This analysis helped in identifying interventions aimed at addressing the unearthed expectations.

Among the primary stakeholders analyzed included; The general Kenyan public that expects responsive police services, respect for human rights as police carry out their duties as well as comprehensive reforms within the justice provision sector where police play a key role. While the public have their expectations, the police expect cooperation and support as well as participation of the citizenry preferably in community policing and positive change of attitude towards police.

Another stakeholder is County governments. NPS Act 2011has placed extensive responsibility for policing work at the County with County Policing Authorities expected to plan, implement and monitor policing work at their respective jurisdictions. Therefore NPS expects increased partnership with Counties and development of relevant plans while the Counties expect provision of resources, increased accountability and compliance to national policing standards.

Government Institutions and other law enforcement agencies, development partners, Civil Society Organizations and media were among other stakeholders identified. A table summarizing the issues is in Appendix I.

Partnership in Community Policing between Kenya and the Swedish Government

Chapter Four

Strategic Analysis

"If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle."

Sun Tzu, The Art of War

4.0 Strategic Analysis

Over a five (5) year period, the National Police Service will focus on the implementation of this strategic plan taking consideration of and informed by its Vision, Mission, Core values and Strategic Objectives.

4.1 Vision Statement

" A world class police service "

4.2 Mission Statement

"To provide professional and people-centred police service through community partnership and upholding rule of law for a safe and secure society"

4.3 Motto

"Service with Dignity""Huduma yenye Heshima"

4.4 Core Values

NPS will endeavour to establish a culture capable of achieving its Vision by upholding the following values;

- Justice
- Integrity
- Equity
- Participation
- Accountability
- Openness
- Civility

4.5 Strategic Objectives

Derived from the vision and mission statements, the following are strategic objectives that NPS will pursue in the planned period;

1. To provide strategic leadership in the command structure and system for efficient administration of the Service
2. To facilitate and coordinate implementation of all policies, regulations & guidelines affecting NPS
3. To guide implementation of police reforms in accordance with the laid down legislative regime
4. To undertake establishment of linkages with strategic partners and international police agencies
5. To facilitate modernization of the Service
6. To strengthen Institutional capacity for effective service Delivery

4.6 Key deliverables

1. Quality and effective service for public safety and security
2. Harmonization of the Police Services
3. Improved professionalism and accountability
4. Decentralization of services and resources to police stations as points of service delivery
5. Improved HR management and development (housing, salaries, comprehensive insurance cover,)
6. Enhanced public participation in policing
7. Operationalization of functional County Policing Authorities in 47 counties
8. Acquisition of modern equipment and police solutions for NPS
9. Established relationships with various strategic partners
10. Highly motivated officers demonstrating positive attitudes and culture

4.5.1 Summary of Strategic and Specific Objectives

Specific Objectives were also derived from Strategic objectives to ensure effective and clear view of the core activities required to fully deliver the objectives.

No	Strategic objective	Enabling Objectives
1	To provide strategic leadership in the command structure and system for efficient administration of the Service	• To establish clear command structures at county level • To co-ordinate and determine the establishment and maintenance of police stations, posts, outposts, units or unit bases in the county • To determine the distribution and deployment of officers in the Service and recommend to the Commission and the County Policing Authorities; • To ensure transformation and designation of Police stations, post, outpost, unit or unit base as centres of police service delivery • To facilitate audit of police operations and functions • To establish and devolve the services of the Internal Affairs Units that are competent and equipped to conduct investigations into police misconduct • To establish working mechanisms with Independent Policing Oversight Authority • To establish mechanisms for compensation to victims of police misconduct;
2	To facilitate and coordinate implementation of all policies, regulations & guidelines affecting NPS	• To establish NPS governance and Policy development mechanism; • To establish mechanism to advise the Government on policing matters and services; • To establish County Policing Authorities and community policing structures • To establish and issue guidelines on community policing to ensure co-operation between the Service and the communities it serves • To development and implementation of policies, guidelines and SOPS for service delivery; • To issue documentation of Service Standing Orders
3	To guide implementation of Police Reforms in accordance with the laid down legislative regime	• To establish a police reforms directorate and programme for implementation • To ensure implementation of reforms articulated in NPS Act 2011
4	To undertake establishment of linkages with strategic partners and international police agencies	• To promote co-operation with international police agencies; • To establish cooperation with other public and private bodies to develop reliable statistics on crime rates, detection rate, public confidence in the police, number of complaints against the police, as well as personnel statistics; • To commission relevant research and benchmark against best practices; • To develop a public- private partnership framework

No	Strategic objective	Enabling Objectives
5	To facilitate modernization of the Service	• To establish standards for appropriate equipping of the Service • To facilitate improvement of living conditions, • To initiate Development/ establishment of an NPS headquarters • To improve and upscale use of ICT within the Service
6	To strengthen Institutional Capacity for effective Service Delivery	• To establish and operationalise the Inspector General's Office • To prepare budgetary estimates and annual financial plans, setting out the priorities and objectives of the service and the justification thereof; • To establish manage and maintain institutions, centers and other places for the training and continued development of officers • To mobilize appropriate resources for police operations • To strengthen human resource capacity • To establish framework for the improvement of welfare of police officers • To develop police strategic and corporate communication and image building capacity • To establish a framework for mainstreaming of human rights • To establish a framework on mainstreaming of gender & disability • To establish strategies for elimination of corruption in the Service • To develop service standards and service charter • To establish mechanism to support culture and attitude change • To establish a strong monitoring & evaluation system • To establish a benchmarking framework for the Service • To undertake various Service Quality Assessment Surveys • To ensure framework on development of 2018-2022 strategic plan

Chapter Five

Implementation & Resource Mobilisation

5.1 Key Success Requirements

Comprehensive and effective implementation of this strategic plan will call for five critical requirements;

1. Goodwill of the Executive: The impact of Executive in ensuring funding and operations of the NPS cannot be overemphasized. There is need for the Executive to promote and support Community involvement in security, speak peace across communities, and deter certain crimes within society, among other efforts.
2. Goodwill of the Public in general: The public will be encouraged to take initiatives for their own security to ensure success of Community Policing as a modern philosophy.
3. Commitment by officers to cause change that is anticipated by this plan. This calls for provision of transformational leadership at different levels, attitude change, professionalism, and a commitment to excellence in the basics of policing practice and philosophy. The police officers in Kenya are highly respected when deployed internationally and the same ought to be experienced locally.
4. Resource Planning: As evidenced in the estimated budget, there is need to mobilise resources to support the implementation of reform. To modernize the Service in order to attain dignified status requires intensive resource input.
5. Effective and efficient planning: The changes in policing approach demands professional management that must be reflected in effective and efficient utilisation of financial and human resources, and their deployment in areas of greatest impact.

5.2 Resource Mobilisation

NPS is a state agency and receives government funds from exchequer allocation. There is positive political goodwill and commitment by government to ensure that the Service is built to a level where discharge of modern policing is possible.

The period of this plan will see increased demand for new infrastructure development at the County levels as well as refurbishment of the current facilities. Some facilities like police stations, houses for officers, headquarters for NPS etc. will require major repairs and face lift. Others will require the setting up and networking of technological equipment like computers, cameras, etc.

In this regard, there is necessity to build business cases with clear budgets in order to have increased funding by government, development partners, Private Public Partnerships, and other viable income generating activities within the mandate of the NPS. Most practical is the partnership between National and County Government and the willingness of the County Leadership to provide adequate security infrastructure within areas of their jurisdiction. It is anticipated that resources may be sourced from development partners.

Patrol craft used in community policing

The table below summarises the financing strategy anticipated by NPS;

5.2.1 Financing Plan

Year	Anticipated source of funds	Strategy for resourcing
2013/2014	• National Government • County Government	• Business cases submitted to government and treasury. Initiate strategic relationships with County Government, development partners, PPPs and other stakeholder in support of various initiatives
2014/2018	• National Government • County Government	• Business cases submitted to government and treasury • Initiate strategic relationships with County Government, development partners, PPPs and other stakeholder in support of various initiatives

Cctv Security Cameras

A Police Helicopter

5.3 Challenges of Implementing Strategic Plans

It has been observed that 90% of strategic plans in most organisations fail due to lack of strategy for implementation. The main factors that may cause this strategic Plan to fail includes:

- Fear to implement the plan.
- Failure to communicate the plan effectively
- Lack of commitment to what is agreed, planned and documented.
- Low resource allocation.
- Lack of implementation capacity among officers.
- Inability to measure performance
- poor Cascade of plans
- Internal resistance to implement the plan among others.

5.4 Strategy for Effective Implementation

To ensure effective implementation of this plan;-

- NPS will adopt a comprehensive implementation programme that will ensure awareness creation to all staff for effective cascading of the plan
- Existing resources will be identified, refocused where appropriate and applied to the strategy for the most effective results. Business cases for extra resources will be prepared and submitted to Government, and collaborating partners
- Annual plans will be developed and reviews carried out to ensure adherence to strategic plan. This is in tandem with ISO and other Quality Management standards and practice.
- Targets will be developed based on the strategic plan and linked to Performance Contracts
- Monitoring of implementation of strategic plan will be the responsibility of Directorate in the IGs office.
- There will be preparation and submission of relevant monthly, quarterly and annual reports based on the various functions and informed by best practice.
- The Strategic plan and relevant targets will be linked to the Performance Contracting targets and synchronized for coherence.

Chapter Six

Monitoring and Evaluation

6.0 Monitoring and Evaluation

6.1 Importance of M & E

A project implementation, monitoring and evaluation comittee will be established comprised of officers from IG's office and the Services. The purpose of monitoring will be to track progress with a view to ensuring that the Strategic Plan is implemented according to schedule and stipulated timelines. Monitoring, evaluation and reporting will form a critical feature of the implementation of this strategic plan. It will entail routine data collection and analysis. The findings will be used to inform decision-making, including taking corrective actions.

The Monitoring and Evaluation Committee will be expected to develop an M&E framework, and determine the types of indicators and reports necessary to ensure effective M &E.

In addition, the committee will be expected to apply standards provided in National Integrated Monitoring and Evaluation System (NIMES) requirements. Appropriate indicators will be developed based on the key performance indicators and linked to stipulated activities, projects or programmes.

Evaluations will be carried out according to standards of best practice in order to affirm, or if necessary to realign the strategic direction. These will be done at least annually however a mid-term reviews will carried out. An end of term review will also be carried out on the fifth year to gauge the impact and to identify lessons learnt. The evaluation will inform the next planning cycle.

6.2 Linkage to Performance Contracting

The Vision, Mission, strategic objectives and activities in this plan will be aligned to the National Police Service Performance Contract of all the 5 years to avoid conflict. They will also be aligned to the goals of the Ministry of Government of Interior and Coordination which is responsible for government oversight on policing.

6.3 Data Collection, Analysis and Reporting

A Projects Monitoring & Evaluation Unit will be established to coordinate data collection, analysis and reporting. The unit will work closely with the M&E committee.

The unit will meet on quarterly basis to review/track implementation of projects and report on their status. The unit shall work under the leadership of the Director of Police Reforms and provide secretariat services for the projects M&E committee .

To support M&E detailed annual work plans with clear performance indicators and assigned responsibilities for their achievement will be developed. A monitoring and evaluation framework, with elaborate data and information collection templates and procedures to measure performance, will be developed.

NPS will also aquire and install an Enterprise Resource Management (ERM) programme to support M&E where data will be analysed on a regular basis and reports generated and shared to relevant departments.

6.4 Reporting mechanism

Administration Police Service passout parade

The Inspector General of Police will ensure:

i. Effective monitoring of the Strategic Plan implementation by holding quarterly review meetings;

ii. Receiving of progress reports from the DIG-KPS, DIG-APS, Director, DCI and all heads of departments and divisions;

iii. Signing of annual performance contracts;

iv. Carrying out of annual work plans, execution of the performance contract targets and annual evaluation on the implementation of the Strategic Plan;

v. Preparation of annual reports to the Cabinet Secretary;

vi. Effective sharing of information with stakeholders and the public using websites and other medium of communication;

vii. Undertaking of mid-term and end-term evaluations respectively;

6.5 Main Risks and Mitigation Strategies

While National Police Service is keen to accomplish the full implementation of this plan, some potential impediments exist.

Relevant mitigating measures will be employed to ensure that these risks are addressed. The table below summarizes some of the risks and mitigation strategies;

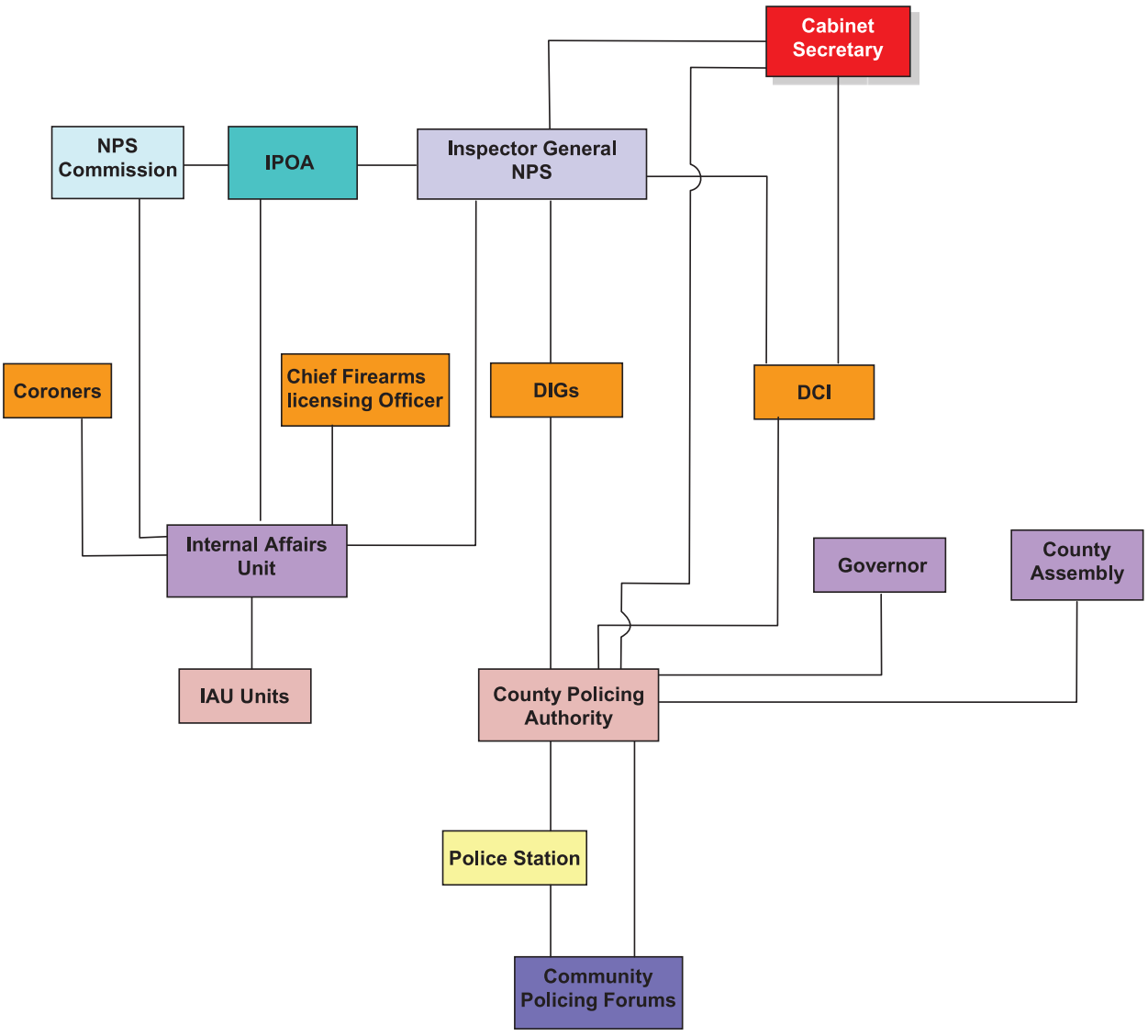
Risk analysis & proposed mitigation

S/No.	Risk Analysis	Mitigation
1	High officers turnover	• Harmonize terms and conditions of service and make them competitive • Carefully handle the vetting process • Continue the recruitment process • Initiate HR policy which seeks to identify WHY there is high turn over through use of exit interviews
2	Inadequate resources	• Develop sound business cases for extra resources and prioritise them to government and partners • Fundraise through development partners • Ensure effective and lean operations • Upscale the Public Private Partnerships
3	Misunderstanding between the police service and various stakeholders including government and non-government actors	• Present robust and open accounts of activities • Lobby for goodwill among the various stakeholders • Maintain positive relations and communication with stakeholders • Organise for regular consultative meetings • Maintain the independence envisaged in law
4	Lack of skills in specialised areas	• Employ officers with required skills • Develop requisite capacity internally • Outsource some of the services • Undertake benchmarking for specific skills acquisition
5	Change in legal or policy regime	• Scan for any changes within legal regime • Review and develop policies on regular basis • Lobby with relevant bodies to ensure changes or compliance
6	Unwillingness by officers to change culture, attitude and other related behaviour	• Appeal to mind and hearts of officers • Undertake practical programmes that will be appealing to the officers • Seek feedback on a regular basis • Identify champions everywhere to drive the programmes • Facilitate termination of service for those unwilling to change • Initiate performance regime that requires an openness to change – rewards through selection/promotion
7	Confusion in command and structure of NPS	• Ensure clear and strong leadership structures • Build transformational leadership capacity among leaders at different levels • Create opportunities for regular consultations • Define and strengthen governance structures
8	Low commitment to implementing the Strategic Plan	• Motivate officers to work using the Strategic plan • Communicate benefits of implementing Strategic plan • Cascade plan to the lowest levels (Police Station; camp etc) • Highlight achievements and gains and celebrate achievers

6.6 Monitoring & Evaluation Framework

An M & E framework gives an overview of how monitoring and evaluation will be carried out. It indicates reporting lines, which may not be similar to organisation structure. Below is a summary M & E framework;

Proposed M & E Framework



Appendices

Appendix 1. Situational Analysis

1. SWOT Analysis

Aspect	Concerns
Strengths	• Legislative framework; NPS, NPSC, IPOA, Constitution • Political goodwill: Sitting government is supportive of NPS • Autonomy of command • Goodwill and support by development & strategic partners • Countrywide presence • Strong human capital; trained & experienced in relevant areas of service • Developed and tested curriculum for police training • Goodwill of the citizens • Enduring history & identity • Friendly service • Recognized internationally; peacekeeping, Interpol etc • Positive linkages with strategic stakeholders • Established internal accountability mechanism
Weaknesses	• Inadequate HR Capacity • Limited logistical capacity • Poor record of internal accountability • Lack of national policing policy • Lack of scheme of service • Inadequate HR Policies • Seeming conflict between services • Lethargy of specialists • Stagnation in one rank for too long • Lack of clarity between NPS and NPSC functions • Inadequate budgetary allocation • Inadequate infrastructure eg offices, vehicles, housing, specialized equipment, communication equipment etc • Lack of research function; policies, units • Limited welfare provisions; medical • Slow adoption of ICT • Negative attitude within the service • Strong gender imbalance • Corruption • Weak performance management system • Poor relationship with institutions of higher learning • Bureaucracy in procurement • Poor terms and conditions of service • Inadequate and obsolete equipment • Poor Public Police relationship • Low access to Police information • Inadequate skills in forensic and other specialized skills • Lack of clear command structure • Low motivation • Lack of skills for technology exploitation • Low investigating capacity

Aspect	Concerns
Opportunities	• Modernization of service with equipment • Central command • Human resource for further training in various specialized areas • Harmonization of policies • Establishment of County Policing Authorities • Equal opportunities for deployment of officers in diverse areas within service • Support by various stakeholders & development partners including County Authorities • Clear development agenda vision 2030 • Operationalisation of legal provisions within governance and reform agenda • Improvement of police accountability through IPOA and IAU • NPSC for regulation of police operations • Leveraging of policing using ICT • Harmonization of services • Linkages and partnerships with institutions • Community policing philosophy • Decentralization of services to police station level • Robust media • Strengthening of police-court relationship (court users committee)
Threats	• Negative perception by public • Disregard for provisions of the law • Strain of services due to International terrorism and crime • Changing political dynamics • Negative influence by retired or post police officers • Confusion and conflict with County governments • Misunderstanding of police Reforms • Militarized communities • Rapid change in ICT • Legal challenges emerging from litigation • Resistance to reforms • Public hostility to police • Use of fraudulent documents • HIV & AIDS leading to attrition of officers • Negative publicity by media • Delayed delivery of judgment by Judiciary

2. PESTLE Analysis

Aspect	Concerns
Political	• Political instability among the neighbors eg Somalia • Stable country politically • Negative attitude among the elites • Interference by leaders • Devolved government creating competition • Need for harmonization arising from regional integration; EAPCCO; Interpol etc • Legislation reviews and amendments • Lobbying by civil society • Balkanization & polarization of Kenya • Demand for police reforms by Public and other stakeholders • Pressure on government to reform the Police • Suspicion within the EACC
Economic	• Uncertainty in global economic situation • Funding of security projects eg the CCTV • Taxation on various products • Inflation movements • Presence of natural resources like oil and water likely to improve economy • Fluctuations in budgetary allocations • Growing economy likely to increase funding for security • Possible under-funding due to devolution demand • Increasing poverty • Low GDP hence inadequate resources for security • High levels of unemployment • Increased resources at the County Government supporting security

Aspect	Concerns
Social –culture	• Negative ethnicity • Breakdown of moral fabric & anti-social behaviour • Increase use of drugs • Negative practices like cattle rustling • Changing demographics influencing crime trends • Increased economic & economic crimes • Social classification; growing inequality between the rich and the poor • Globalization; culture impact; drug abuse; lifestyles; terrorism • Corruption • Social interrelationships causing behaviour change
Technological	• Fast changing technological advancements; crime, obsolescence of equipment; hacking into police facilities • Development of technology to aid policing; eg mobile communication, GPS • Demand for technological modernization of Police eg use of forensics in criminal investigations; • Demand for automation of police records • Ease of communication with stakeholders • Information sharing possibilities • Enhanced Access to information
Legal	• International instruments and provisions • Legislative constraints • Numerous provisions influencing policing • Litigations arising from police actions • Some legal provisions are inhibitive to policing work • Increased public awareness and participation
Environmental	• Possible natural disasters • Provisions of NEMA • Increased trafficking of endangered animals and species (SITES) • Human development eg informal settlements; • Migration of people • Global climatic changes causing conflicts • Un-conducive work & living environment

3. Stakeholders Analysis

S/No.	Stakeholders	Stakeholders' expectations	Expectations of NPS
1	Attorney General	• Receive quality police services • Police Public partnership • To be treated fairly • To be respected and uphold human rights • Have access to the Police • Professionalism • implementation of police reforms	• Cooperation & support • Change of attitude towards Police • Obey the law • Give information and feedback • General goodwill and support in implementation of reforms • Participate in Community Policing effort
2	Other law forcement agencies e.g. KFS, KWS, KDF, NYS, NIS, Prisons etc	• Partnership in fighting crime • Sharing information • Professionalism • Partnership in Capacity building • Collaboration & cooperation in joint operations & activities • Mutual respect for each others mandate	• Partnership in fighting crime • Sharing information • Professionalism • Partnership in Capacity building • Collaboration & cooperation in joint operations & activities • Mutual respect for each others mandate
3	Judiciary	• Quality investigations & presentation of lawful evidence • Presentation of cases for prosecution • Honor and execute court orders • Presentation of accused persons before court • Professionalism	• Realistic interpretation of laws • Acceptance of evidence adduced by police • Deliver judgment expeditiously • Respect for Officers presenting evidence • Change attitude about the Police (court users committee) • Appreciate the work environment of the Police
4	Office of Director of Public Prosecution (ODPP)	• Undertake comprehensive investigations • Present cases for prosecution • Cooperation • Professionalism	• Expeditious prosecution of cases • Expeditious & clear instructions on cases forwarded to them • Sufficient professional prosecutors • Professional legal advice • Capacity build officers in investigations
5	Attorney General	• Feedback on laws • Provide clear instructions on cases affecting Service • Officers to attend court as witness on civil matters affecting Service • Competent and professional • Comply with court orders to avoid litigations	• Fast track enactment of pending laws eg Coroners, Private Security regulations etc • Adequate Representation on civil matters

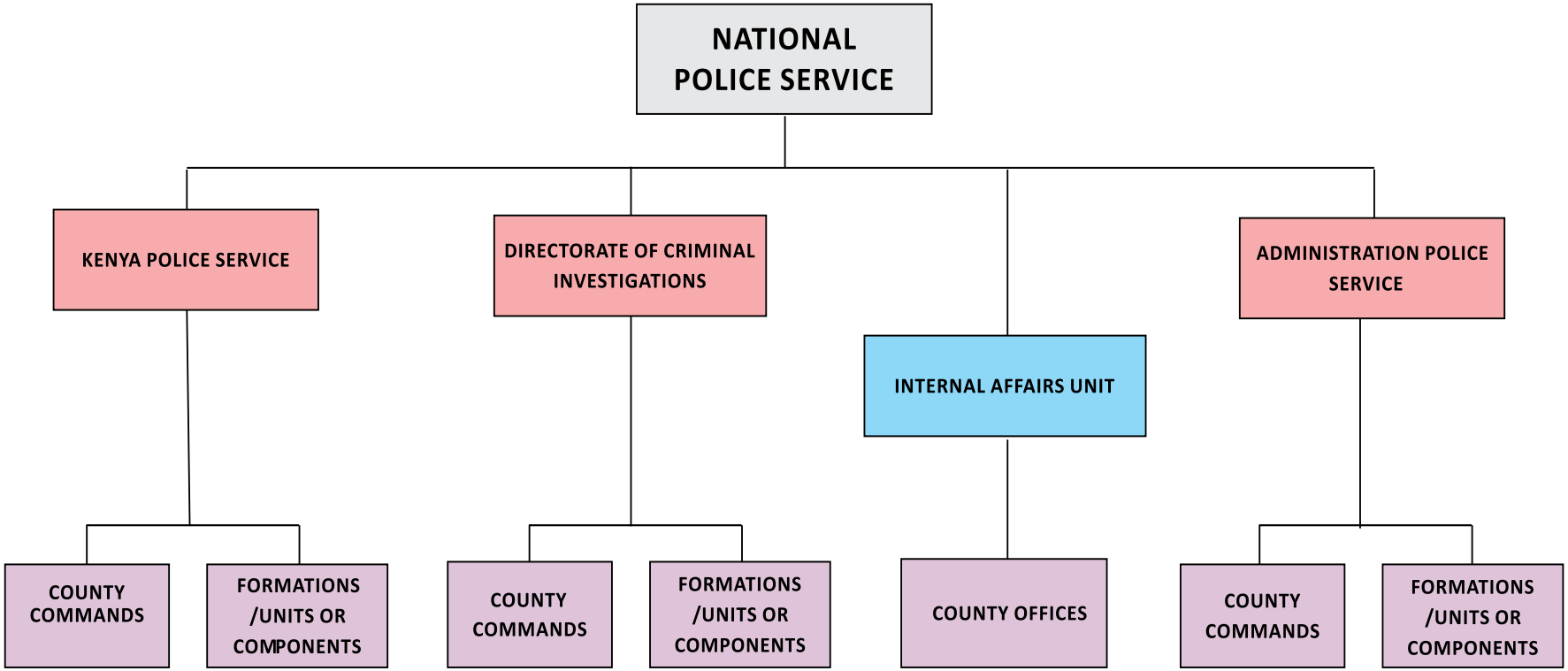
S/No.	Stakeholders	Stakeholders' expectations	Expectations of NPS
6	Development Partners	• Implement Police reforms • Respect for Human Rights • Mainstreaming of gender • Address corruption ethical and corruption issues • Functional accountability functions eg IAU & IPOA • Clear strategic plan with priorities & action plans • Fair vetting of Officers • Effective utilisation of resources • Regular feedback • Partnership in development capacity	• Long term commitment and support • Support in funding some of the Program's eg Police Reforms • Provision of technical skills and support • Better understanding of the police work
7	Suppliers	• Provide business • Transparent & healthy competition in tendering process • Timely payment for services rendered • Comply with PPDA requirements (2005 & 2006) • Comply to policy directives on award of tenders	• Timely delivery of quality goods, works and services • Adherence to ethical business practices
8	Civil Society organisations; (NGO's, FBOs; CBOs)	• Transparent • Respect for human rights • Undertake police reforms • Undertake responsible and fair vetting of officers	• Partnership in policing programmes & reforms • Awareness creation
9	NPS Staff	• Payment of adequate & internationally benchmarked salaries and remunerations • Provide opportunity for employment & career development • Conducive working environment • Support of officers when they are victims of crime	• Professional discharge of duties • Understand & Enforce the law • Uphold NPS Values, be highly disciplined & have a positive attitude • Provide quality services to the Stakeholders • Accept and manage the reforms
10	Victims of crime	• Prompt response to incident, investigate & following of due process • Handling of cases in professional manner eg Gender based violence • Empathy& support • Educate on provisions of law regarding crime committed	• To report the crimes • Cooperate in investigations & appear in court to give evidence

S/No.	Stakeholders	Stakeholders' expectations	Expectations of NPS
11	Suspects / Criminals	• Handled according to law • Accorded Fair hearing • Accorded the rights of an arrested person	• Cooperate in investigations • Submit to arrest
12	Constitutional Commissions (CIC; KHRC; SRC; GEC; KNHRC; etc)	• Adherence to the constitution and other relevant legislations • Provide adequate policy and guidelines within a given time frame • Implement the legal provisions • Provide feedback	• Guidance on various legislations • Capacity development in specific areas eg Human Rights, gender etc • Partnership in implementing some programmes
13	IPOA	• Accountability • Cooperation • Professionalism • Feedback and reports • Full operationalisation of IAU • Immediate reporting of deaths occasioned by Police action • Partnership in improving police work	• Professional Advice • Objective Feedback • Professional investigations • Support Police in lobbying for improved service delivery • Support IAU in rolling out the services
14	National Police Service Commission (NPSC)	• Professional & Accountable • Implement policies, regulations and guidelines • Improvement of Policing services nationally • Receive regular feedback and reports • Clear workflow & information	• Develop relevant policies, regulations and guidelines • Develop an elaborate scheme of service • Delinked from mainstream Civil Service • Clear workflow & information • Pay attention to police service needs
15	Ministry of Interior and Government Coordination	• Perform duties professionally • Implement legislative & policy guidelines • Ensure security of all in Kenya • Fulfill the mandate • Prudent and efficient utilisation of resources • Provide feedback and reports • Meet the Performance Contract agreements	• Provide legislative & policy guidelines • Independent management of Police Resources (IG to be the Accounting Officer) • Support in implementing police reforms • Allocation of adequate resources • Provide a platform for collaboration with development partners

S/No.	Stakeholders	Stakeholders' expectations	Expectations of NPS
16	National Treasury	• Prudent and efficient utilisation of resources • Timely presentation of comprehensive budget proposals • Efficient collection of Miscellaneous revenue • Financial reports and accountability	• Timely release of finances • Adequate allocation of resources (according to approved budgets) • Plow back collected Miscellaneous revenue (A-in-A)
17	National Council for Administration of Justice	• Contribute to formulation and development of policies • Implementation of policies, strategies & recommendations for effective implementation of justice • Participate in Court users committees	• Mobilise resources for the Administration of Justice • A platform for creating harmony among criminal justice agencies
18	County Government	• Membership and participation in county policing authorities • Leadership in community policing • Provide financial and logistical support for County Policing authority • Implement County Policing Plans • Provide crime statistics • Monitor crime trends & submit reports • Foster public participation, accountability and compliance with National Policing Standards	• Moral & financial support • Sensitise public on Community Policing • Partnership with all law enforcement agencies • Develop relevant plans
19	IPOA	• Respect constitutional freedom of media • Access to information on police issues • Regular briefings and press releases • Positive relationship	• Correct, balanced and objective reporting & coverage • Inform and sensitise the public on policing issues • Partnership in information sharing
20	Other MDAs	• Protection • Law and order • Support in implementing government mandate • Collaboration	• Collaboration • Respect of each others mandate

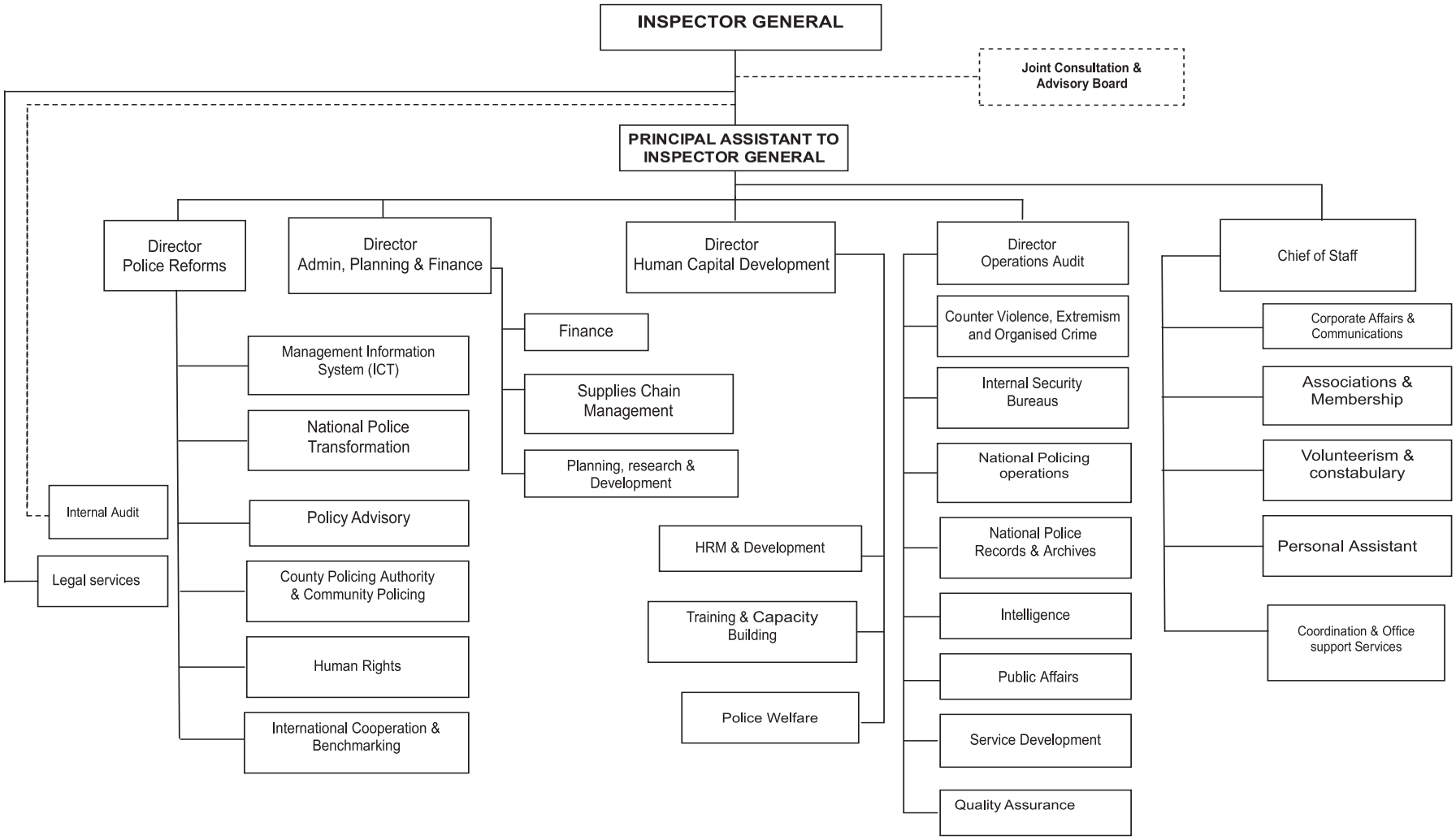
APPENDIX ii:

Organization & Command Structure for the National Police Service



APPENDIX iii:

Organogram for the Office of the Inspector General



APPENDIX iv:

Strategic Objective One:

To Provide Strategic Leadership in the Command Structure and System for Efficient Administration of the Service

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To establish clear command structure at County Levels	Post commanders for various Services and formations to the Counties	No of officers posted	Officers	Officers Reports	Competent officers will be posted	✓	✓			
	Establish County policing Authorities in collaboration with County Government	No of CPAs established	Authorities	Reports Members	Counties will move with speed to establish Resources will be availed	✓	✓	✓		
	Undertake development of County Security Strategic Plans for each County	No of plans developed	Plans	Plans	Willingness to develop their own plans and follow them	✓	✓	✓	✓	
	Develop County Command structure model(s) for effective service delivery	No of models	Models	Models Reports	Each County will be innovative to deal with security concerns	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Undertake audit of strength required in each County	Staffing gaps established	Staff requirements	Reports	There will be fair assessments	✓	✓	✓	✓	✓
	Train CPAs on Policing and other related supervisory concerns	No of trainings undertaken	Trainings People trained	Reports Curriculum	Commitment to ensuring success of CPA	✓	✓	✓	✓	✓
	Develop County monitoring and reporting tools	Tools developed	Reporting templates & questionnaires	Templates Questionnaires	Adequate capacity Availability of CPA members	✓	✓	✓	✓	✓
To co-ordinate and determine the establishment and maintenance of police stations, posts, outposts, units or unit bases in the county and determine the boundaries of the police stations, outposts or unit bases;	Develop & Review criteria for establishment of police stations, posts, outposts, units and unit bases.	Criteria developed Guidelines	Criteria & guidelines	Guidelines & criteria	The dynamism in Community policing will influence positively the establishment of Units, etc	✓		✓		✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Set up a committee to advice and rationalize the establishment of police stations etc	Committee established	Committee	List of members Minutes	An adhoc committee with clear mandate	✓				
	Allocate finances and equipments for Stations	Budget & allocation plans	Plans	Finances Plans	Increase in financial allocations to cater fo modernization of stations	✓	✓	✓	✓	✓
	Modernize police stations to conform with section 40 of NPS ACT 2011, including posts ,outposts, units and unit bases .	No of stations constructed/ modernizat ion Levels of connectivity & automation	Stations modernization Automation	List of stations Plans Equipments inventory	Adequate resources allocated to modernization Space to construct Goodwill from County & government	✓	✓	✓	✓	✓
	Review boundaries & criteria on a regular basis	No of reviews	Reviewed criteria	Reviewed criteria	Emerging issues will be taken to context	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To determine the distribution and deployment of officers in the Service and recommend to the Commission and the County Policing Authorities;	Establish an HR Advisory Committee	Committee in place	Committee	Members Minutes of meetings	The three main services will contribute to the committee esp HRMs and other relevant staff	✓		✓		✓
	Initiate the development of a deployment policy and guidelines.	Deployment police developed	Policy	Policy document & guidelines		✓				
	Undertake a comprehensive assessment of officers' deployment.	Status of deployment established	Report	Report	There is no bias during the assessment	✓	✓	✓	✓	✓
	Undertake equitable redeployment	Officers deployed	Extensive transfers	List of deployments	Officers will be moved without duplication of services	✓	✓	✓	✓	✓
	Undertake deployment impact assessment	Status report	Deployment levels Effect on crime and other	Report	Deployment will have positive impact in nationally		✓		✓	

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To Ensure transformation and designation of Police stations, posts, outposts, unit or unit base as centres of Police service delivery	Modernize the police stations, posts , outposts, unit or unit base	New constructions New equipments and facilities Automated systems	Constructions Designs Inventories of NPS Use of computers	BQS and awards Commissioning certificates Inventories for communication etc	Allocation of Police stations modernization	✓	✓	✓	✓	✓
	Lobby for increased budgetary allocation for modernization	Increased budget & resources	Resources	Budget allocations & appropriation reports	Goodwill and support from government & other development partners	✓	✓	✓	✓	✓
To facilitate audit of police operations and functions;	Establish the office for audit of police operations	Audit office & officer(s) in charge	Office Officer(s)	Physical office Name of officer(s)	A coordination office at IGs office	✓	✓	✓	✓	✓
	Establish and Review a framework for audit of police operations	Audit indicators developed Tools developed	Framework Tools	Framework Tools	Standards for police operations will be established	✓		✓		✓
	Establish an Audit committee, its TORs and guidelines	Committee in place Guidelines	Committee Guidelines	List of members Minutes from committee meetings Guidelines	An adhoc committee or annual committee selected Willingness to do a good job	✓		✓		✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Build capacity for effective audit	No of officers trained to undertake various audits	Officers trained	List of officers Curriculum	Effective standards set and training tailored to address them	✓	✓	✓	✓	✓
	Undertake Audit	No of audits undertaken	Processes audited	Reports Areas improved	Willingness to adhere to proper processes & standards	✓	✓	✓	✓	✓
	Undertake equitable redeployment	Officers deployed	Extensive transfers	List of deployments	Officers will be moved without duplication of services	✓	✓	✓	✓	✓
To establish and devolve the services of the Internal Affairs Units that are able and equipped to conduct investigations into police misconduct	Establish a functional Directorate at the NPS Headquarters	Directorate in place	Directorate	Directorate	There is adequate Space at Jogoo house	✓				
	Appoint a Director and such other staff as the unit may require.	Director & staff in place	Director & staff	Appointment/ deployment	Skills & acceptance	✓				
	Develop strategy for resource odernizatio for office establishment and equipment	Strategy in place	Plan	Plan	Enough budgetary allocation Development partners support	✓	✓			

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Develop IAU guidelines	Guidelines	Guidelines	Guidelines		✓				
	Train IAU staff on various odernizati courses	No of staff trained	Staff	Training programme List of trained staff, impact assessment	Relevant curriculum Support by development partners	✓	✓	✓	✓	✓
	Set up and equip IAU offices at the County level	No of counties with IAU No of staff Reporting mechanism in place	Offices Staff deployed Structured system	Physical addresses Staff files No of cases handled Reports	Availability of offices at county level Establishment of a special system for reporting	✓	✓	✓	✓	✓
To establish working mechanism with Independent Policing Oversight Authority	Develop guidelines on the working mechanism with IPOA	Guidelines developed	Guidelines	Guidelines		✓				
	Organize regular consultative meetings	No of meetings held	Meetings	Minutes Resolutions, results	Enough budgetary allocation Development partners support	✓	✓	✓	✓	✓
	Organize regular consultative meetings	No of meetings held	Meetings	Minutes Resolutions, results	Enough budgetary allocation Development partners support	✓				

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Share information with IPOA	No of reports & findings	Reports and findings	Reports	Goodwill among the two institutions	✓	✓	✓	✓	✓
To Provide compensation to victims of police misconduct;	Develop a framework for victim compensation.	Framework	Framework	Framework document	Capacity to draft a relevant framework	✓				
	Allocate funds	Funds allocated	Funds	Budget & allocations/ payments Cases investigated and concluded	There will be effective mechanism to reduce modernization cases	✓	✓	✓	✓	✓

Strategic Objective Two:

To facilitate and coordinate implementation of all policies, regulations & guidelines affecting NPS

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To establish NPS governance and Policy development mechanism;	Undertake a policy gaps analysis	Status on policy concerns in NPS	Policy gaps	Report	There are still gaps in the NPS				✓	
	Develop guidelines for initiating policy development	Guidelines developed	Guidelines	Guidelines	Policy review and prompts should be guided by a known criteria		✓			
	Undertake regular policy reviews	No of Reviews undertaken	Policies reviewed	Policy documents	There is need for review. Use of best practice is after 2 yrs			✓		✓
	Undertake training on corporate governance for all senior officers and heads of units/ departments	No of officers trained	Sessions held Officers trained	Curriculum List of officers trained	There is need to build this capacity in the Service	✓	✓	✓	✓	✓
To advise the government on policing matters and services;	Establish an advisory board	Advisory board in place	Board Members of board	Members Minutes of meetings	Members will make worthwhile contributions	✓		✓		

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Prepare and submit relevant policy briefs and reports	Policy briefs submitted to relevant government institutions	Advice	Reports	Briefs will be useful to government in improvement of security	✓	✓	✓	✓	✓
To strengthen county Policing Authority and Community Policing (issue guidelines on community policing and ensure co-operation between the Service and the communities it serves in combating crime);	Facilitate the establishment of County Policing Authorities	County Policing Authorities in place	Gazettement of Members of CPA Operational CPA Security Plans from CPA	List of Members of CPA Reports from CPA Security Plans	The process will be undertaken without politicization	✓	✓	✓	✓	✓
	Develop the county Policing Authority policies	Policies developed	Policies	Policy documents	There will be need for policies	✓	✓	✓	✓	✓
	Develop the community policing guidelines	Guidelines developed	Guidelines	Guidelines	There will be need for guidelines	✓	✓	✓	✓	✓
	Establish & Strengthen the community policing committees	No of committees established	Committees	Members Committee reports	Neighborhoods will be willing to establish and serve in the Committees	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Allocate finances to the Authorities	Budget for CPA established	Budget	Budget plan and allocations	Goodwill and support from government & public	✓	✓	✓	✓	✓
	Develop Community Policing curriculum	Training curriculum in place	Curriculum	Curriculum	Changing dynamics will demand new skills and strategies	✓	✓	✓	✓	✓
	Develop community Policing curriculum	Training curriculum in place	Curriculum	Curriculum	Changing dynamics will demand new skills and strategies	✓	✓	✓	✓	✓
	Identify and train champions to rollout community policing programme	No of champions selected and trained	Champions Curriculum	List of trained champions Curriculum for training	Officers with tenacity to drive change and transformation will be identified across the country	✓	✓	✓	✓	✓
	undertake capacity building for CPA & CPC	No of trainings & people trained	Trainings People	Training reports List of people trained Course programmes	Availability for training by CPA and CPC Champions will be identified to drive the programme	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To ensure issuance and documentation of Service Standing Orders	Complete drafting of Service Standing Orders	SSOs in place	SSO	SSOs	Review will make it easier for Officers to apply them on a daily basis	✓				
	Publish Service Standing Orders	Published SSOs	SSO	SSOs	There will be expeditious approval by CIC	✓				
	Sensitize and distribute the Service Standing Orders to all the officers	No of officers sensitised No of events organised IECs & bridged version published	Officers Events Publications	List of officers Events & list of attendants Publications	There will be ownership of the new SSOs	✓	✓	✓	✓	✓
	Review the Service Standing Orders on regular basis.	No of reviews	Reviews	Reviews	There will be constructive feedback based on implementation of the SSOs		✓	✓	✓	✓

Strategic Objective Three:

To guide implementation of Police reforms in accordance with the laid down legislative regime

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To establish a police reforms institutional framework	Establish a Reforms directorate at headquarters and Coordination offices at the county level	Directorate in place County coordinators deployed	Director Reforms Coordinators Functional officers	Reform plans Reform officers	Clear understanding of what reforms agenda is	✓	✓	✓	✓	✓
	Establish a NPS reforms & audit committee	Committee in place	Committee	List of members Minutes from meetings	The demand for clarity is needed on every reform process	✓		✓		✓
	To develop clear reforms agenda for NPS	Reforms agenda in place	Agenda	Prioritised reform programme	There will be clarity on what needs to be done	✓	✓			
	Prepare a 3 years Institutional Framework with a clear linkage to the county level	NPS reforms strategy in place	Reforms strategy	Strategy document	Strategy will be accepted and have goodwill of officers and citizens	✓	✓			
	Capacity Building-undertake training on reforms	No of officers trained No of trainings held	Officers Trainings	List of officers Curriculum	Trainings will be linked to reform agenda & easy to implement	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To ensure implementation of reforms articulated in NPS Act 2011	Identify and prioritise all the reform areas in the NPS Act 2011	Reforms areas identified	Reforms	NPS reforms Report	The reforms have goodwill and support of government and citizenry	✓				
	Design reform programmes	Reform Programme in place	Programme	Programme document	There will be clarity in reforms required	✓	✓	✓	✓	✓
	Mobilise and allocate resources to undertake reforms	Resources allocated	Budgetary allocation	Budget & appropriation report	There will be clarity on what needs to be done	✓	✓	✓	✓	✓
	Audit the implementation of reform activities/ M&E (Feedback Mechanism)	No of audits undertaken	Audit	Audit reports	Strategy will be accepted and have goodwill of officers and citizens	✓	✓	✓	✓	✓

Strategic Objective Four:

To undertake establishment of linkages with strategic partners and international police agencies

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To promote co-operation with international police agencies	Develop a cooperation & collaboration framework	Framework developed	Framework	Framework document	Relevant skills and strategy for engagement will be articulated	✓				
	Develop a data base of various stakeholders and strategic partners	Data base developed	Data	Data bank	Presence of willing partners locally and internationally	✓	✓	✓	✓	✓
	Conduct joint consultative meetings and address issues of common interest	No. of meetings held	Meetings	Reports Minutes	Willingness to share information and best practices	✓	✓	✓	✓	✓
	Collaborate in capacity building and technical support	No of officers trained Support in aid	Officers Equipment or support in aid	List of officers trained Inventory	There will be goodwill to support and build capacity of NPS	✓	✓	✓	✓	✓
	Undertake local and international exchange programmes	No of officers involved	Officers	List of officers	Opportunities will be created	✓	✓	✓	✓	✓
	Participate in international police activities and organizations (seminars, conferences etc.)	No of officers attending conferences and other activities Membership in international organisations	Officers	List of officers IEC materials Membership numbers	Identification of relevant events and organisations	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Source for sponsorship from other countries who have capacity to run courses in specialized areas/ Benchmarking	No of officers trained in specialised areas Amount of sponsorship	Framework	Curriculum List of officers trained Resources mobilised	Collaborators willingness to support in specialised trainings	✓	✓	✓	✓	✓
To cooperate with other public or private bodies to provide reliable police statistics on crime rates, detection rate, public confidence in the police, number of complaints against the police, as well as personnel statistics	Identify local and international agencies to cooperate with	Data base created	Data base	Data bank	Availability of organisations specialised in crime research and other specialised areas	✓	✓	✓	✓	✓
	Identify areas of research	Research areas identified	Report	Report on research areas	The security sector as researchable areas	✓	✓	✓	✓	✓
	Carry out researches	No of researches carried out	Findings	Reports	Adequate capacity is built to undertake research	✓	✓	✓	✓	✓
	Hold regular forums with relevant stakeholders	No of forums held No of participants in the forums	Forums Participants	Agenda of forums List of participants	Forums will be created by NPS and stakeholders	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Develop a robust ICT system to capture and analyze statistics (Personnel and Crime)	Research software and data management system in place	Computers Software's	Inventory Commission certificates	Capacity to undertake research	✓	✓			
To commission relevant research and benchmark against best practices	Establish a R&D department in all the Services	Departments established	Departments	Departments Staff deployed	There will be capacity to undertake research	✓	✓			
	Build capacity for research	No of officers trained in research	Officers	List of trained officers Curriculum	There will be goodwill to support and build capacity of NPS	✓	✓	✓	✓	✓
	Partner with private bodies and local /international security organizations to commission research and produce reports	No of researches carried out	Research	Reports and findings	There will be keen areas for research	✓	✓	✓	✓	✓
	Partner with institutions of higher learning	No of institutions No of officers taking courses	MOUs Students	MOU List of officers	The partnerships will be beneficial to the officers education advancement	✓	✓	✓	✓	✓
To develop a Public-Private Partnership Framework	Develop a Policy on Public-Private Partnership	Policy in Place Framework	Policy Framework	Policy document Framework	The partnerships will be beneficial to the officers education advancement	✓				
	Pilot the PPP arrangement	Lessons learnt	Lessons	Report	There are people interest with establishing PPPs	✓	✓	✓	✓	✓

Strategic Objective Five:

To facilitate the modernization of the National Police Service

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To facilitate kitting and equipping of the Service	Procure kits & other required equipment	Equipment & kits	Equipment	Inventory Tenders	The procurement will be given priority	✓	✓	✓	✓	✓
	Distribute equitably modern kits and equipment, uniform, body armour, weaponry, etc to all the Services	All services equipped	Equipment	Schedule of Equipment for each service	There will be fair and equitable distribution	✓ ✓	✓ ✓	✓	✓	✓
	Construction and equipping of the Forensic Laboratory	Forensic lab completed Equipment	Laboratory	Laboratory Inventory of equipment Commissioning certificate		✓	✓	✓		
	Train forensic experts	No of officers trained	Officers	Curriculum List of officers	Enough officers will be deployed into this area	✓	✓	✓	✓	✓
	Acquire specialized and customized motor vehicles, cycles, boats, and aircrafts for the relevant agencies	Motor vehicles, cycles, boats acquired	Items themselves	Inventories Items themselves	Enough officers will be deployed into this area	✓	✓	✓	✓	✓
	Acquire a Modern and robust ICT linked communication system and linked to police patrol motor vehicles	No of Cars linked to ICT communication systems Computers and software	Items themselves	Inventory of fitted vehicles Inventory of computers & ICT system	Capacity to acquire manpower skilled in computers	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Acquire a modern and robust ICT linked communication system and linked to police patrol motor vehicles	No of Cars linked to ICT communication systems Computers and software	Communication system Vehicles	Inventory of fitted vehicles Inventory of computers & ICT system	Capacity to acquire manpower skilled in computers	✓	✓	✓	✓	✓
	Establish and equip a national communication command centre	National command centre established Equipment Crime data generated	Command centre	Command centre Equipment inventory Data	Availability of human skills capacity in ICT	✓	✓	✓	✓	✓
	Establish and modernize operation command centres in the 47 counties	No of Command centres	Centres	List of centres Inventory of equipment	Availability of network across the country	✓	✓	✓	✓	✓
	Network police installations on LAN & WAN network	No of installations connected Emails Data transmission	Installations	List of institutions Inventory in each institution Reports on automation	Availability of network in the identified institutions	✓	✓	✓	✓	✓
	Map out strategic areas requiring surveillance using CCTV cameras	Status and commendations	Areas for CCTV installations	Report Inventory of cameras Locations of CCTV Cameras		✓	✓	✓	✓	✓
	Install CCTV cameras in major towns and highways	No of CCTVs Data collected	Cameras	Cameras Reports on crime detected	Cameras will not be destroyed or stolen	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Upscale installation of intelligence led policing equip (surveillance equipment)	Equipment installed	Equipment	Inventory	Relevant equipment will be installed	✓	✓	✓	✓	✓
	Establish a specialized police unit to address emerging cyber crimes & equip with relevant equipment	No of officers in the special unit Equipment to analyse crimes Crime reports	Officers Equipment	List of officers inventory of equipment Reports	The aspect of prevention will be given priority	✓	✓	✓	✓	✓
To facilitate improvement of living conditions for officers in NPS	Develop a comprehensive housing policing which includes: leasing, purchase, allowances, construction with PPPs	Housing policy in place	Policy	Policy	Enough officers will be deployed into this area	✓	✓		✓	
	Undertake a comprehensive analysis of status of housing in the NPS	Status reports	Houses	Houses allocation report	There will be full disclosure of the status	✓	✓			
	Develop houses using the policy provided & allocate to officers	Officers housed	Houses	Houses	Housing will be given priority	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Undertake a comprehensive analysis of status of offices in the NPS	Status reports Requirements for office inventories	Office equipment	Status report Inventory requirements report	There is goodwill to upgrade officers work environment	✓	✓	✓	✓	✓
	Develop and commence an office modernisation programme in all the 47 counties	Police offices improvement programme	Improvement Programme	Improvement Programme report	Goodwill & partnership with County Government	✓	✓	✓	✓	✓
To initiate development/ establishment of NPS headquarters	Acquire/ identify suitable land for the NPS H/Qs	Land acquired	Land	Title deed	Political goodwill to allocate land & resources for this purpose		✓	✓		
	Prepare the plans for the Headquarters of NPS	Construction plans	Construction plans	Plans	Effective benchmarking will be undertaken			✓	✓	
	Mobilise/ allocate resources for NPS headquarters	Budget for construction	Finances	Budget allocated	There will be interest in undertaking the project			✓	✓	✓
	Commence construction of the NPS H/Qs	Construction work begins	Construction	Construction plans Breaking of ground					✓	✓

Strategic Objective Six:

To Strengthen Institutional Capacity for Effective Service Delivery

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To establish and operationalize the Inspector General's office	Develop structures in line with law	Structure developed	Structure	Structure		✓				
	Equip and furnish the officers	Officers equipped	Equipment	Inventory		✓				
	Staff the respective offices	Officers in place	Officers	List of officers		✓				
To prepare budgetary estimates and annual financial plans, setting out priorities and justifications thereof	Establish a budget preparation and implementation committee	Committee in place	Committee	List of committee members Minutes	The members will be willing to serve	✓		✓		✓
	Develop a budgeting framework in line with NPS Act requirements	Guidelines	Guidelines	Guidelines	There is clarity on matters of devolving budgets to stations	✓		✓		✓
	Receive budget estimates from KPS, APS, directorate and the IAU & ensure timely submission to treasury	NPS budget prepared	NPS budget	NPS Budget	Budgets will be realistic without competition	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To recommend the establishment of management and maintenance of training institutions, centres or places for the training of officers joining the service and continued development	Establish a committee to conduct training support infrastructure audit	Training committee in place	Committee	Committee Report of findings	Willingness and capacity to analyse training	✓		✓		✓
	Undertake audit of institutions and curricula on a regular basis	Status of institutions and curriculum	Report findings	Audit report	Audit will be objective and professional	✓	✓	✓	✓	✓
	Develop a training policy guideline	Policy developed	Policy	Policy guide	There will be interest in undertaking the project	✓	✓			
	Review training curricula on a regular basis	Reviewed curricula	Curricula	Curricula	Different institutions require relevant curricula for different courses	✓		✓		✓
	Comply with accreditation requirements	No of courses accredited	Accreditation	Courses Certificates from accrediting bodies	Courses will be relevant to needs of the Service	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Establish and strengthen strategic partnerships with institutions of higher learning	No of higher Universities No of courses on collaboration	Institutions Courses	MOUs with institutions Course curriculum	Partnership with Universities and other colleges will be relevant	✓	✓	✓	✓	✓
	Build capacity of the trainers/ instructors	No of instructors trained No of trainings undertaken	Officers trained Training sessions held	List of officers trained Curricula	Trainers have capacity for emerging courses	✓	✓	✓	✓	✓
	Lobby for increased resources for training	Increased training budget	Budget	Budget plans	Training will be given priority	✓	✓	✓	✓	✓
To mobilize resources for police operations	Lobby treasury to increase budgetary provisions	Increased funding	Funds	Funds allocation	Security sector is given priority Goodwill from executive	✓	✓	✓	✓	✓
	Build capacity for resource mobilization; Proposal writing & fund raising	No of officers trained in this area	Officers	List of officers trained Curricula	Willingness to improve capacity	✓	✓	✓	✓	✓
	Prepare proposal on areas requiring development partners support	No of proposals prepared	Proposals	Proposals Contracts signed	Willingness to improve capacity	✓	✓	✓	✓	✓
	Hold consultative meetings to strength linkages with development partners	No of meetings held Resources mobilised	Meetings Funds	Minutes of meetings MOUs or contracts supported	Willingness and capacity to analyse training	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Undertake PPP projects	No of projects Funding	Projects Funds	Projects documents Funding agreements	There will be PPP projects	✓	✓	✓	✓	✓
	Partner with county governments	No of Counties supporting NPS Levels of support	Counties Funds & resources	List of counties MOUs and other evidence		✓	✓	✓	✓	✓
To strengthen Human Resource capacity	Develop a training policy guideline	Policy developed	Policy	Policy guide	There will be interest in undertaking the project	✓	✓			
	Develop a comprehensive Human Resource management strategy	Strategy developed	Strategy	Strategy document		✓	✓			
	Undertake training	No. of officers trained No. of trainings held	officers trained	curriculum list of training reports		✓	✓	✓	✓	✓
To establish framework for improvement of welfare of police officers	Appoint committee to assess terms and conditions of service and make recommends to NPSC and SRC and the Ministry	Welfare status report	Report	Report		✓		✓		✓
	Initiate development of staff welfare improvement policy	Staff welfare policy developed	Policy	Policy	NPSC will support the development of the Policy	✓	✓			

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Undertake regular reviews and benchmark on terms and conditions of service	Review reports	Report	Report	Goodwill to lift status of Police Service		✓		✓	
	Establish and strengthen a police welfare association	Welfare Association established	Membership	Welfare constitution	Officers are keen to form a welfare	✓	✓	✓	✓	✓
	Undertake regular consultative meetings with stakeholders	No of meetings	Meetings	Minutes of meetings	The various stakeholders will have the right attitude towards improve NPS welfare	✓	✓	✓	✓	✓
To establish police strategic corporate communication and Image building capacity	Develop and implement a communication and branding strategy	Communication strategy in place	Strategy	Strategy document	Appropriate capacity will be availed to support development of strategy	✓	✓			
	Establish and operationalize the PR & communication section	Section established Officers deployed	Officers	Officers		✓	✓			
	Develop and implement various programmes that will improve the image of the Service	Image improvement plan	Plan	Plan	Plan is linked to practical activities for image building	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To facilitate a framework for mainstreaming of Human Rights	Conduct a baseline survey on Human Rights violation	Status report on human rights	Report Incidences	Report	An independent analyst will be engaged	✓			✓	
	Design programmes to address human rights issues	Human rights improvement programme No of officers trained on human rights	Curricula Officers	List of officers trained Curricula	Attention will be given to this component in attitude change	✓	✓	✓	✓	✓
	Establish linkages with various rights Bodies	No of linkages	Organisations	MOUs	Openness in dealing with human rights bodies	✓	✓	✓	✓	✓
	Undertake TOTs for human rights capacity strengthening	No of TOTs No of officers trained	Curriculum Officers	List of officers Curriculum		✓	✓	✓	✓	✓
	Establish enforcement mechanisms to deal with errant officers	Award for best human rights Guideline for correcting violations	Award Guideline	Guideline Award scheme		✓	✓	✓	✓	✓
To establish a framework for mainstreaming of Gender and Disability	Domesticate the national disability and Gender policy in service	Gender & disability policy in place	Policies	Policies	Capacity to develop & domestic policy	✓	✓			

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Undertake a gender and disability mainstreaming audit	Status of Gender and Disability mainstreaming	Report	Reports	Indicators will be developed to assess the two areas	✓	✓	✓	✓	✓
	Develop programmes to address gaps identified	No of trainings carried out List of officers trained Inventory of works carried out	Officers Curriculum Work plans	List of officers trained Curriculum Work plans	Officers are keen to form a welfare	✓	✓	✓	✓	✓
	Upgrade existing and new infrastructure to make them disability friendly	Works completed	Plans	Work plans	Tenders will be awarded early to ensure compliance		✓	✓	✓	✓
	Develop IEC materials for awareness creation	IEC materials developed	Documents	IECs			✓	✓	✓	✓
	Strengthen Kenya Association of Women in Policing (KAWP)	Membership improved	Members	List of women members	KAWP recruits membership aggressively	✓	✓	✓	✓	✓
	Undertake regular surveys to evaluate compliance with Constitution	Status of mainstreaming	Report	Reports on Gender and Disability			✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To ensure development of strategies for eliminating corruption in the Service	Conduct an assessment of corruption endemic areas	Corruption prevalence & risk status report	Report	Report	There is genuine concern to deal with corruption	✓	✓	✓	✓	✓
	Constitute a committee to develop strategies of addressing corruption in the service	Committee in place	Committee	Committee membership Minutes of meetings	Members will genuinely be committed to dealing with corruption	✓				
	Reconstitute and operationalize the corruption prevention committee	Committees in place	Committees	Members Minutes of committees	Officers with integrity will be in the committees	✓	✓	✓	✓	✓
	Develop programmes for the Public Service Integrity Programmes (PSIP)	No of trainings No of officers trained	Officers Trainings	List of trained officers Curriculum Report of interventions		✓	✓	✓	✓	✓
	Develop a code of conduct on ethical issues.	Gender & disability policy in place	Document	Code of conduct Awareness levels report	Officers willingness to commit to ethical standards	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Develop an award scheme for outstanding integrity.	Award scheme in place	Awards	Criteria of awards Reports on	A clear criteria will be developed with involvement of officers	✓	✓	✓	✓	✓
To develop service standards and service charter	Develop a service charter for NPS and standards.	Standards determined Charter developed	Document	Charter document		✓	✓			
	Create awareness and disseminate to all points of Service	No of awareness No of copies distributed	Meetings Copies	List of attendants Schedule of events		✓	✓	✓	✓	✓
	Undertake Public awareness on service standards	No of events No of public communications	Events Media insertions	Insertions Schedule of events		✓	✓	✓	✓	✓
	Undertake regular review of the charter	No of reviews	Reviews	New documents	There will be feedback from officers and public		✓	✓	✓	✓
To ensure NPS culture and attitude change	Identify culture and attitude gaps to be addressed	Status report	Report	Report	There will be genuine evaluation of attitudes Other stakeholders will be involved for effective feedback	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Develop a programme to address the gaps	Programmes developed	Report	Report		✓	✓	✓	✓	✓
	Carry out TOT training on culture and attitude change	No of officers trained Curriculum	Officers Curriculum	List of officers Curriculum		✓	✓	✓	✓	✓
	Train officers on culture and attitude change	No of officers trained	Officers	List of trained officers / changes of attitude	Officers with integrity will be in the committees	✓	✓	✓	✓	✓
To Establish a strong M&E system	Constitute an M&E Committee	Committee	Committee	List of members Minutes of committee		✓	✓	✓	✓	✓
	Develop an M& E framework	M & E framework in place	Document	Document	Capacity to develop framework	✓				
	Determine indicators and develop M&E Tools	Indicators in place Tools developed	Document Tools	Document Tools	There will be effective linkage to SP	✓	✓			
	Undertake quarterly & annual M&E	Reports	Reports	Reports		✓	✓	✓	✓	✓
	Acquire and Implement an Enterprise Resource Planning System(ERP)	Software	Software	Software	The ICT platform will be in place and networked to the NPS institutions		✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
To facilitate benchmarking of the service	Identify areas for benchmarking	Areas identified	Report	Report	A clear understanding of benchmarking areas is necessary	✓	✓	✓	✓	✓
	Develop a reciprocity programme	No of reciprocal countries	Requests	Letters MOUs	There will be willingness by identified countries to partner	✓	✓	✓	✓	✓
	Undertake local and external exchange programme	No of exchange programmes	Requests/ invites	Letters	There will be willingness by identified countries to partner	✓	✓	✓	✓	✓
	Undertake local and external exchange programme	No of exchange programmes	Requests/ invites	Letters List of participants	There will be areas of excellence for local benchmarking	✓	✓	✓	✓	✓
	Participate in international police assessment programmes	Ranking	Ranks	Ranking report	There is an international programme		✓	✓	✓	✓
To undertake various Service Quality assessment surveys	Implement a Quality Management System (QMS) programme	Programme selected Awareness created Documentation for standardization	No of officers sensitized Level of documentation	List of participants Documents Curriculum for awareness	There will be willingness to improve on quality delivery to international levels	✓	✓	✓	✓	✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Implement ISO 2000: 2008 certification programme	Awareness created Documentation for standardization Audit & certification	No of officers sensitized Level of documentation Certificate	List of participants Documents Curriculum for awareness ISO Certificate	The service will have experimented with quality programmes before ISO			✓	✓	✓
	Undertake periodical customer satisfaction surveys	Satisfaction level	Rating	Report		✓	✓	✓	✓	✓
	Undertake employees satisfaction surveys	Satisfaction level	Rating	Report	Capacity to develop framework	✓	✓	✓	✓	✓
	Undertake alcohol & substance abuse survey and support programme	Usage level Officers needing support	Rating Officers	Report List of officers		✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓
To ensure development of 2018 – 2022 Strategic Plan	Review the current strategic plan	Implementation s tatus reports (mid & end of term reports)	Reports	Reports				✓		✓

Enabling Objective	Activities	Outputs	Indicators	Verification	Assumptions	2013/4	2014/5	2015/6	2016/7	2017/8
	Appoint a committee to develop a Strategic Plan FY 2018 – 2022	Committee in place	Committee	List of members Minutes of meetings						✓
	Mobilize resources for the development of Plan	Budget allocation	Budget	Budget plan						✓
	Undertake Strategic Planning Workshops.	SP	SP	SP document						✓

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