

Service with Dignity

THE NATIONAL POLICE SERVICE

STRATEGIC

PLAN

2023 – 2027



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STRATEGIC PLAN
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NPS ETHOS



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FOREWORD

I am greatly honoured to launch the National Police Service (NPS) Strategic Plan 2023 – 2027. This Plan articulates and embraces the spirit of article 244 of the Constitution of Kenya that establishes the National Police as a professional, disciplined, transparent and accountable service. NPS Strategic Plan 2023 – 2027 resonates with the fundamental principles of policing in open democratic societies. I commend the NPS aligning the Key Result Areas with the relevant policing and security frameworks. These include the Fourth Medium Term Plan (MTP-IV) of Vision 2030; the security pillar of the EAC Vision 2050; priority 11 of the African Union Agenda 2063; Goals 3, 5, 11 and 16 of the Sustainable Development Goals (SDGs); and the Bottom-up Economic Transformation Agenda (BeTA). The ministry of Interior and National Administration is committed to supporting the efforts of the NPS to realize the successful implementation of this plan.

Further, my Ministry undertakes to offer the necessary support to the Service by formulating policing policies that advance the country's national safety and security interests. I am also delighted to observe that the implementation framework of this Plan strives to promote the rule of law and respect for fundamental human rights in a manner that fosters sustainable national socio-economic development.

This Plan focuses on transforming NPS into a modern and responsive Service that is prepared to tackle the dynamic national security challenges in accord with democratic policing principles. The Plan also addresses critical welfare issues including police housing; better terms of service and working conditions; and motivation of service personnel. I look forward to a robust and sustained stakeholder and partner engagements throughout the implementation of this Strategic Plan.

Thank You.



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

**HON. PROF. KITHURE KINDIKI, EGH,
CABINET SECRETARY,
MINISTRY OF INTERIOR AND NATIONAL
ADMINISTRATION**

STATEMENT BY THE INSPECTOR GENERAL OF POLICE

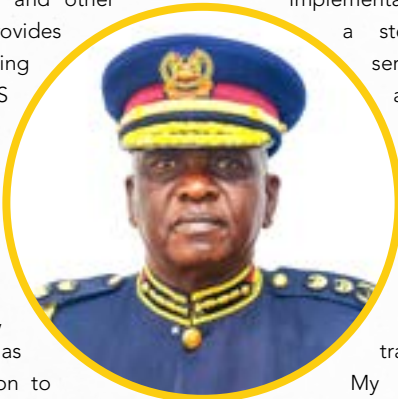
It is my great honour and privilege to lead NPS in the preparation and implementation of the service Strategic Plan 2023 – 2027. This Strategic Plan incorporates the recommendations of the Presidential Task Force appointed to review the terms and conditions of service and other Police Reforms. The Plan provides the baseline for measuring and evaluating the NPS progress towards the realisation of the vision of an efficient, professional and responsive police service. It is also our goal to be recognized for the highest standards of ethics, integrity and transparency as well as reliable contribution to the attainment of safe, sustainable and vibrant communities throughout Kenya.

This Plan further underscores the mission of the NPS to earn the confidence, respect and trust of citizens and the international community in the quality of services of the police in Kenya. The Plan further aims to secure sustained transformation of the NPS with a focus on eight Key Result Areas including improved infrastructure and facilities; improved working conditions and staff welfare; and digitization and technology integration in NPS operations and services. The other KRAs include strengthening NPS logistical, operational and investigative capacity; strengthen policies and frameworks for NPS operations and public engagement; enhance police professionalism and accountability; augment the NPS budget financing; and strengthen staff performance management.

The Plan also lays out a robust strategy for collaboration and partnership with communities and strategic national and international partners for effective, strong, and professional police service.

In addition, the plan incorporates an implementation strategy that provides a step-by-step guidance to service commanders, directors, and police commanders at all levels. Importantly, the implementation strategy places emphasis on results-based management and provides clear mechanisms for individual performance tracking to enhance efficiency.

My office has established a monitoring and evaluation secretariat consisting of officers from all NPS Services to ensure adequate monitoring of progress and adaptation of learning during implementation. I encourage all the officers to familiarise themselves with the objectives of this strategic plan and devote themselves to ensuring that the Service delivers quality, accessible, responsive, professional and accountable policing services to the people of Kenya.



**MR. DOUGLAS KANJA KIROCHO,
C.B.S, O.G.W., INSPECTOR GENERAL,
NATIONAL POLICE SERVICE.**

PREFACE AND ACKNOWLEDGEMENT

The NPS has the solemn mandate to protect life and property, prevent and detect crime and maintain public order and safety in adherence to the rule of law and the respect for and protection of human rights. To effectively deliver on this mandate, the NPS Strategic Plan 2023 – 2027 endeavours to further improve the performance and effectiveness of the Service by building upon the achievements and learning from the 2018 – 2022 Plan. It was my distinguished privilege to work with a team of professionals and other stakeholders both within and outside the NPS to deliver this Plan. This Plan outlines the strategic direction of the Service for the next five years.

The development of this Plan involved a technical committee drawn from the NPS services, the DCI and the I.A.U. The committee first reviewed the 2018 – 2022 the 2018 – 2022 Strategic Plan in order to develop the roadmap for this Plan. The committee also undertook a series of consultations through correspondence, meetings and workshops with internal and external stakeholders. These processes led to the development of the first draft strategic plan that was subjected to internal and external technical reviews. The Plan further underwent internal and external validation prior to submission to the State Department for Economic Planning for review and advice.

This Plan therefore lays the basis for mobilizing and securing the required financial and human resources for the realization of the Service strategic objectives to the year 2027. Further, the Plan incorporates the requisite frameworks for monitoring, evaluation and infusion of

learning into its implementation. The Service wishes to acknowledge the technical and financial support of the European Union through UNODC and the UK-AID through REINVENT Programme in the development and publication of the Plan. The service also acknowledges the technical guidance of the Ministry of Interior and National Administration and the State Department for Economic Planning in the preparation of the Plan.

Further, we wish to acknowledge the NPSC and the leadership of NPS for guiding and supporting this process and availing themselves for consultation during the various stages of the development of the Plan. I also wish to acknowledge and appreciate the participation and invaluable contributions of the members of the Strategic Plan preparation Committee, who spent numerous days working on and refining the plan to its completion.

We also acknowledge all stakeholders who contributed towards the development of this Strategic Plan at different stages especially during the validation workshops and other consultations forums. YFor everyone involved in one way or the other in the preparation of this Plan, your contributions are highly appreciated and we thank you all most sincerely.

**BERNICE S. LEMEDEKET, E.B.S.,
ADMINISTRATIVE SECRETARY/
ACCOUNTING OFFICER,
NATIONAL POLICE SERVICE**

Chapter One:

INTRODUCTION

1.0 OVERVIEW

This chapter summarises the background and historical developments in the National Police Service (NPS) since the turn of the 21st Century and highlights the context and rationale for the Strategic Plan 2023-2027. The chapter also outlines the strategic objectives and priorities of the Service for the plan period and shows how these are aligned to the international, regional and national development frameworks and priorities.

1.1 Strategy as an imperative for NPS Success

The National Police Service will use the 2023-2027 Strategic Plan to set priorities and implement programmes and projects that contribute to the realisation of the Vision of a professional, efficient and responsive Police Service. The annual performance targets which will be drawn from this Plan will be periodically reviewed to ensure that they remain relevant to the changing policing environment and also focused on the NPS mission and the defined strategic direction. This will ensure the sustained commitment of the Service to its corporate objectives of law enforcement, crime prevention and improving safety, security and public trust in police work. The Strategic Plan is also designed to enable the Service to provide quality and accountable services and ensure prudent management of its resources.

The Service has defined the plan objectives based on key strategic issues that will be addressed including inadequate integration of ICT in policing operations, poor infrastructure and inadequate financial resources. Other strategic issues include lack of or inadequate modern equipment and technologies, poor terms and conditions of service and general staff welfare, increasing sophistication of crime, and prevalence of transnational organised crime. In addition, the Service identified inadequate staffing levels and skills and weak legal, policy and institutional frameworks as strategic issues to be addressed in the plan.

It is envisaged that the Plan will steer the Service towards realisation of its Vision and transform NPS into a professional and efficient security agency. The policing environment is constantly changing and there will be a need to continually review the strategies identified in the Plan. The projected growth trajectories will include increased capacities in technological applications and use in service delivery, infrastructure development and improvements, human resource capacity and welfare development, strengthening community engagement, partnerships and accountability structures, and increased Service reach across the country.

1.2 Context for Strategic Planning

This strategic plan was developed in recognition of the unprecedented cultural, economic, political, social, and technological changes impacting the world and Kenya today. These changes have far reaching influence on the incidence of crime, public safety and security as well as societal development and stability. In order to prepare the NPS to respond adequately to the evolving changes in the environment, scope and responsibilities of police work in Kenya, this plan has been developed in alignment with the international, regional and national development frameworks and priorities.

1.2.1 United Nations 2030 Agenda for Sustainable Development

Kenya adopted the 2030 Agenda for sustainable development which envisions quality of world populace through sustainable development initiatives by the year 2030. The role of the Service touches on various Goals. Specifically, Goal 16 aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

This Plan is designed to achieve this Goal by implementing strategies that strengthen the rule of law through improved crime investigation systems, expanded criminal analysis functions, and increased police presence and response in volatile and disturbed areas. In addition, the Service will strengthen mechanisms for protection of children and vulnerable groups, as well as respect, protect and promote human rights and fundamental freedoms. The NPS will also strengthen mechanisms for information sharing.

1.2.2 African Union Agenda 2063

The Africa Agenda 2063 is a 50 years' development blueprint which was adopted by African Heads of State and Government in the year 2013 with a view to promote inclusive and sustainable development in Africa. The National Police Service has aligned itself with aspiration 4 of the Africa Agenda 2063 which advocates for a peaceful and secure Africa through strengthening Governance, Accountability and transparency as a foundation for a peaceful Africa; strengthening Mechanisms for securing peace and reconciliation at all levels as well as addressing emerging threats to Africa's peace and security; and putting in place strategies of the continent to finance security needs.

1.2.3 African Union Convention on Preventing and Combating Corruption

The African Union Convention on Preventing and Combating Corruption (AUCPPC) is a legally binding agreement aimed at addressing the pervasive issue of corruption across the African continent. It was adopted by the African Union (AU) in 2003 and entered into force in 2006. The convention represents a significant effort by African countries to collectively combat corruption through a unified framework. In line with this framework, National Police Service plays a crucial role in implementing this convention as it is at the forefront of investigating and combating corruption. The Service will operationalize mechanisms and procedures for preventing corruption in line with this convention.

1.2.4 East African Community Vision 2050

The East African Community (EAC) Vision 2050 articulates the Community's desired future state and it serves as a framework around which EAC should commit to achieve the desired economic and social development. The Vision recognizes the importance of security in the achievement of the region's economic transformation. NPS thus endeavours to create a secure environment through collaboration with partner states' Police Agencies in addressing transnational crimes.

1.2.5 Constitution of Kenya

The National Police Service draws its mandate from the Constitution of Kenya (CoK). This Plan articulates and embraces the spirit of Article 244 of the Constitution of Kenya 2010 that establishes the national police as a professional, disciplined, transparent and accountable service that complies with constitutional standards of human rights and freedoms and promotes relations with broader society. The plan is geared towards achieving the constitutional provisions, through strengthening the Internal Affairs Unit (IAU) to enhance police accountability, review and implement the NPS anti-corruption strategy, enhance community policing, review the police training curriculum, and strengthen mechanism for managing misconduct and complaints against the police.

1.2.6 Vision 2030, BeTA and MTP IV

Vision 2030

The Kenya Vision 2030 is a long-term development blueprint which aims at transforming Kenya into a newly-industrialised middle income country which will lead to high quality life to all its citizens in a clean and secure environment. The vision identifies the critical role of the National Police Service in fostering sustainable development and poverty alleviation.

The Vision recognizes the Security Sector as a key enabler towards attracting investment, lowering the cost of doing business and providing Kenyans with a more secure living and working environment. Pursuant to this, the National Police Service has a key role to play in realisation of the sector Vision.

Medium Term Plan IV

The National Police Service has aligned its Strategic Plan to the MTP IV. The plan focuses on enhancing policing services through implementation of various reforms and recruitment of police personnel, strengthening National Integrated Security Surveillance System, equipping the National Police Forensic Laboratory, enhancing Police Modernization Programme and improving Police welfare and wellness.

The Bottom-up Economic Transformation Agenda (BeTA)

The BeTA envisions an independent, fair and democratic police service that is people-centric. The BeTA has specific commitments on improving policing services and the welfare of officers. These include: Review and improvement of pay for all officers in the security sector, establishment of a contributory benevolent fund, Police and Prison housing mortgage scheme, group life insurance cover for NPS and Prison officers and sustaining ongoing Police Reforms. These will enable the police to effectively deliver on their mandate. The Service endeavours to fast-track reforms in line

with the Government's Bottom Up Economic Transformation Agenda (BeTA). The Government is committed to reforming and transforming the National Police Service into a more efficient and responsive Service given its role in enabling the realisation of the country's development goals.

1.2.7 Sectoral Policies and Laws

National Police Service Act, 2011

The object of the National Police Service Act, 2011 is to give effect to the provisions of Articles 238, 239, 243, 244, 245, 246 and 247 of the Constitution. Section 80 of the Act requires the Service to establish and maintain police training institutions for purposes of training and retraining of its officers. Sections 96, 97, 98, 99 and 100 of the Act require the establishment of community policing committees and other enabling structures. On the other hand, Section 132 of the Act requires the Inspector-General to put in place a system of ensuring continuous and sustainable police reforms with regard to Service operational matters. This Strategic Plan therefore prioritizes the refurbishment, expansion and equipping of police training institutions; advancing the implementation of reforms; and leveraging community policing in managing crime among other strategic goals.

Community Policing Framework

According to this framework, community policing is an initiative to promote police-community collaboration in identifying problems of crime, disorder and involving all stakeholders in the community to search for solutions. It is based on the premise that the police alone cannot control crime. Policing requires active support of communities to prevent, detect, and reduce the fear of crime. The objectives of the community policing framework included the realisation of safer communities; joint problem solving and promotion of transparency and accountability in policing. Its other purpose was to guarantee the enjoyment of individual fundamental rights and freedoms; consulting local communities on their needs and ensuring cultural fairness and ultimately earning confidence and trust in the police. This Plan therefore aims to streamline challenges facing community policing. The Plan also prioritises training on strategies and modalities of strengthening community policing.

Sendai Framework for Disaster Risk Reduction

The Sendai Framework for Disaster Risk Reduction is a global agreement adopted by the United Nations member states in 2015. It aims to reduce the risks and impacts of disasters, enhance resilience, and promote sustainable development. Current trends indicate that disasters both natural and manmade are on the increase. In line with this framework, the National Police Service is poised to play a big role in emergency response and coordination, risk assessment and planning, prevention, preparedness, security and law enforcement during and after disasters. Additionally, the NPS is mandated to offer support and assistance to affected communities and collect and analyse data to develop future risk reduction strategies.

1.3 History of the National Police Service

The National Police Service is established under Article 243 of the Constitution of Kenya 2010. It consists of the Kenya Police Service (KPS) and the Administration Police Service (APS). The Service is headed by the Inspector General (IG) who exercises independent command. The KPS and APS are each headed by a Deputy Inspector General (DIG). Article 243 is operationalised under the National Police Service Act 2011, which establishes the Directorate of Criminal Investigations (DCI) under section 28 and the Internal Affairs Unit (IAU) under section 87 both headed by Directors.

1.4 Methodology of Developing the Strategic Plan

To prepare the 2023-2027 Strategic Plan, a technical committee drawn from the NPS services, the DCI and the I.A.U was formed to review the 2018-2022 Strategic Plan and to develop the roadmap for the Plan. The committee embarked on holding a series of consultations through correspondences, meetings and workshops with internal and external stakeholders. Based on the desktop reviews and suggestions from the internal stakeholders, a draft strategic plan was developed and subjected to technical reviews by both internal experts and external consultants. Thereafter the Plan underwent internal and external validation before submission to the State Department for Economic Planning for review and advice.



Service with Dignity

Chapter Two:

STRATEGIC DIRECTION

2.0 OVERVIEW

This chapter outlines the strategic direction of the Nation Police Service 2023-2027 period. further it aligns NPS mandate to the strategic vision, service mission, strategic goals, core values and quality policies.

2.1 Mandate of The National Police Service

The NPS Act, 2011 and the constitution of Kenya recognizes the significant role security agencies play in promoting public safety, law and order. According to the NPS Act, 2011, Part 111(24, 27 and 35) the NPS 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 specialised 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 other government agencies in enforcement of administrative functions and the exercise of lawful duties; fostering relationship with international police agencies; enforcement of all laws and regulations in 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.

2.2 Vision Statement

A professional, efficient and responsive Police Service

2.3 Mission Statement

To provide effective, people-centric and accountable policing services for a safe and prosperous society.

2.4 Strategic Goals

The strategic goals of NPS includes: Increased technology integration and ICT adoption in NPS operations; Increased efficiency and expanded reach of the police in service delivery; Sufficient infrastructure and facilities to support NPS operations and public needs; Strengthened operational policies and NPS public engagement frameworks; Improved Working Conditions , staff welfare, motivation and productivity; Improved police competency and public trust in NPS; Enhanced NPS budget financing and resourcing, and Strengthened systems for staff performance management, monitoring and appraisals.

2.5 Core Values

The National Police Service core values will define the work culture and norms expected of all officers and are aligned with the National Values and Principles of Governance (Article 10), and values and principles of public service (Article 232). The core values are;

- Integrity
- Impartiality
- Patriotism
- Partnership and Participation
- Efficiency
- Transparency and Accountability

2.6 Quality Policy Statement

National police service is committed to providing the highest quality of service and maintaining public trust through professionalism, accountability, and community engagement. We are dedicated to upholding the law, protecting lives and property, and promoting a safe and secure environment for all residents, visitors, and businesses where we serve.

Chapter Three:

SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 OVERVIEW

This chapter presents an analysis of the current and projected operating environment of the NPS. It involves internal and external scan, and identification and analysis of SWOT and PESTEL factors that affect the NPS. An analysis of key stakeholders was also done as well as risk analysis.

3.1 Situational Analysis

This subsection deals with the external environment, and strengths, weaknesses, opportunities and threats (SWOT) analysis.

3.1.1 External Environment

The environmental scan identifies and assesses the factors that would affect the achievement of the service's strategic objectives. The findings of the analysis have been used to formulate the strategic issues, goals, objectives and strategies necessary to achieve the vision of the NPS.

The NPS will Leverage on political good will to ensure good policies are adopted and implemented to champion effective policing. Further, the service will Collaborate with the administration at the national and county levels of governance and engage with political stakeholders in implementing targeted strategies to address security challenges in the country.

Advance in communication technology, intelligence gathering, investigations and forensics have provided and opportunity for the service to improve efficiency in service delivery to citizens. NPS seeks to automate and employ data analysis softwares to support crime control and prevention. Further, the service will employ robust cyber security measures, monitor cybercrime activities and stay abreast of emerging technologies.

Climate change has led to ecological stress and increased resource-based crimes in the country. NPS intend to train its staff on crime ecology and the interlinkage between environmental factors and criminal behaviour. In addition, the service intends tap on green energy, and environmental conservation through tree planting initiatives to address security challenges brought about by climate change.

3.1.1.1 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

Table 3.1: PESTEL Analysis

Environmental Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> • Political commitment to supporting recruitment of officers, police modernization programme and other resource needs • Devolution presenting opportunities for extended reach of police services to the public 	<ul style="list-style-type: none"> • Political interference threatening police independence • Political uncertainty
Economic	<ul style="list-style-type: none"> • Local and international partners supporting police projects, programmes and delivery of services. • Economy enabling citizens to protect their properties and businesses • Diverse mega infrastructure projects increasing the opportunity to diversify and equip police agencies to meet emerging security service demands Independence of NPS in managing its vote 	<ul style="list-style-type: none"> • High inflation and unemployment rates driving high crime rates. • Budgetary constraints and budget cuts affect implementation of police programmes and delivery of services • currency depreciation constraining NPS in meeting the costs of equipment and projects
Social	<ul style="list-style-type: none"> • Emergence of diverse interest groups willing to partner with NPS in policing • Extensive public use of social media platforms alerting police of crime incidents and situations. • Existing structures of NPS engagement and partnership with communities enabling sharing of information and feedback • An informed public who are continuously aware about their rights 	<ul style="list-style-type: none"> • Frequent ethnic and intergroup conflicts increasing demand for police to quell violent crimes • Population influx intensifying conflicts in resource constrained zones and increasing police work. • Unplanned urban settlements undermining police mobility and efficiency in service provision • Lack of infrastructure limiting the police from reaching crime zones. • Public mistrust of the police undermining sharing of information and cooperation with the police.

Environmental Factor	Opportunities	Threats
Technological	<ul style="list-style-type: none"> • The National Optic Fibre Backbone Infrastructure (NOFBI) project presents an opportunity for interconnection of police offices. • Deployment of technology in communication, intelligence gathering, investigations and forensics to support crime control and prevention. • Technological convergence (use of diverse hardware and software on common platforms) to ease and expedite police functions and operations 	<ul style="list-style-type: none"> • Ease of citizen access to sophisticated technology driving an increase in cybercrime. • Organised criminal networks using sophisticated technologies to counter police intelligence and surveillance • Criminals using sophisticated technology to produce counterfeit products to disguise and move proceeds of crime. • Obsolete equipment and old technology in use by the police that derails police response to crime. • Slow uptake of IT by staff.
Environmental	<ul style="list-style-type: none"> • Increased awareness and sensitivity to operational settings leading to better use and management of NPS resources • Better police understanding of the ecology of crime creating opportunities for social engineering and policing of underserved areas 	<ul style="list-style-type: none"> • Neglected environments creating communities and subcultures that drive high crime rates • Police capacity to detect and prevent environmental crimes • Climate change leading to ecological stress and increased resource-based crimes.
Legal	<ul style="list-style-type: none"> • The Constitutional guarantee of independent command of the IG that safeguards administrative and operational autonomy of the NPS • Collaboration among criminal justice system agencies creating opportunities for legal reforms and new legislation to support NPS work. • Ratified treaties and domesticated international frameworks creating opportunities for NPS to meet international policing standards 	<ul style="list-style-type: none"> • Legislative constraints limiting police action on crime related to terrorism and religion. • Litigation arising from police actions. • Low public awareness and participation in security legislation.

3.1.3 Internal Environment

This section presents the governance and administrative structures, internal business processes, and the resource capabilities of the National Police Service.

3.1.3.1 Governance and Administrative Structures

The National Police Service (NPS) draws its objects and functions from the NPS Act 2011 and Article 244 of the Constitution of Kenya. The Inspector General (IG) is the overall head of the NPS responsible for the administration and command of the NPS. Reporting to the IG are the Deputy Inspector Generals (DIGs) who oversees various services and Directorate within the NPS.

3.1.3.2 Internal business processes

The NPS will endeavour to improving its internal operational efficiency and service delivery to stakeholders in the security sector. The service demonstrates its commitment to efficient and effective management of security equipment by ensuring transparency in acquiring them and their prudent utilization. This streamlined approach contributes to operational efficiency achieving cost savings and maintaining a high level of service delivery.

3.1.3.3 Resources and capabilities

The NPS possesses resources such as financial, human, physical and technological. These resources contribute to the NPS operational effectiveness and enable it to invest in necessary initiatives to improve the policing services. However, continuous investment in police infrastructure, equipment upgrades and technology is necessary to keep up with emerging crimes and maintain operational efficiency.

Further, NPS demonstrates effective decision-making processes, collaborative networks and an innovative culture. These organizational capabilities enhance the service's ability to make prompt and informed actions, collaborate with stakeholders and adopt new technologies and approaches to address security challenges.

3.1.4. Summary of Strengths and Weakness

The strengths and weaknesses of the Service are as represented in Table 3.2

Table 3.2: Summary of Strengths and Weakness

Factor	Strengths	Weakness
Governance and Administrative Structures	<ul style="list-style-type: none"> • Defined National Command and Control structure. • Independent budget vote • Collaboration with other agencies • Accountability of officers • Rewarding and recognizing outstanding work • Equipment and training • Responsiveness for requests for records • Career ladders/advancement for promotions for uniformed officers • Active Internal Affairs Unit for police accountability. 	<ul style="list-style-type: none"> • Corruption among the staff • Poor working conditions • Lack of implementation of career progression guidelines for uniformed officers • Lack of career progression guidelines for non-uniformed officers • Slow implementation of police reforms • Lack of NPS gender policy • Employee turnover
Internal Business Processes	<ul style="list-style-type: none"> • Community policing complementing policing programmes • Commitment to service • Working as a team • crime response and protocols 	<ul style="list-style-type: none"> • Intelligence-led policing • Low awareness of Standard Operating Procedures (SOPs) and other relevant policies • Weak systems of monitoring and evaluation of programmes and projects • Weak systems of records and performance management
Resources and Capabilities	<ul style="list-style-type: none"> • Promoting education with our employees • Trained, experienced and competent workforce • Established staff training institutions • Strong curricula for training of staff • Operational Integrated Communication, Command and Control (IC3) Centre • Use of technology in policing 	<ul style="list-style-type: none"> • Insufficiently resourced and equipped training institutions • Inadequate modern equipment, facilities and infrastructure • low staffing levels • Keeping up to date on crime trends

3.1.5 Analysis of Past Performance

In this section, the achievements, challenges and lessons learnt from the preceding 2018-2022 Strategic Plan are analyzed and summarized.

3.1.5.1 Key Achievements

To enhance logistical, operational and investigative capacity. The NPS Operationalized the National Police Service Command and Control Centre (IC3) in Nairobi and Mombasa; implemented a Police Modernization programme up to 29%; and constructed and equipped 150 bed capacity NPS Hospital, Mbagathi. The Service acquired 3,750 GoK vehicles and 2,755 vehicles on leasing program; gazetted 732 police stations; Digitized Occurrence Books (OBs) in Nairobi Region; equipped and operationalized the National Forensic laboratory to 47%; recruited 103 investigators for the Internal Affairs Unit; Strengthened Community Policing Programme; and established and maintained linkages with strategic partners and other states police agencies.

Towards building capacity to combat high impact and emerging crimes and tackle negative external influence on NPS, the Service adopted innovative crime management strategies and technologies in crime mapping, and information analysis; trained and built the capacity of 25,763 officers on high impact crimes; developed and distributed guidelines and policy to address priority high impact crimes; recruited, trained, kitted and deployed 11,918 National Police Reservists (NPR) in 15 Counties; drafted four cross border MoU's to enhance police image; promoted 90 peace building initiatives among conflicting communities.

To enhance resource mobilisation for NPS, the Service maintained linkages with partners for infrastructural development and capacity building for officers. An Emergency Response Centre was set up at the ATPU Headquarters through partnership and collaboration. 130-bed capacity Border Police Unit Hospital - Kanyonyo, Kitui County was set up from a staff welfare kitty. Approximately Kshs. 5 billion was raised as part of Government revenue during the last five years from fees charged for Certificates of Police Clearance.

Towards improving institutional and technical capacity of the NPS to deliver accountable efficient, accessible and professional policing services, the Service drafted the tripartite Standard Operating Procedures involving the ODPP, IPOA and NPS to streamline inter-agency working structures; established an Anonymous Reporting and Information System (ARIS); devolved IAU services to Mombasa, Kisumu, Nakuru and Nyeri regional centres.

To improve staff welfare, relations and development for increased productivity, the NPS recruited, trained and deployed 16,051 Police Officers and 293 cadets which increased the police population ratio. The Service established the National Police Leadership Academy; 400 instructors were trained; provided comprehensive medical insurance and Group Life Policy for all officers; introduced commuter allowances for officers; and actively participated in international and local sports and games.

In order to facilitate and coordinate development and implementation of Policies, Regulations and Guidelines Affecting NPS, the Service participated in the review of the Security Law Amendments Bill, 2020; undertook the review of NPS Act, 2011 and the IPOA Act, 2011 and proposed legislative amendments to deal with administrative issues. Three (3) State Counsels were deployed to the NPS to strengthen the Legal Unit to handle legal matters.

3.1.5.2 Challenges

The key challenges that were faced by the Service during the last Strategic Plan implementation period that hindered the achievement of the various milestones included:

- Inadequate financial resources,
- Ageing and inadequate equipment, infrastructure and tools;
- Inadequate personnel- both uniformed and non-uniformed staff
- Low motivation and morale among staff due to poor terms and conditions of service
- Resignation/exit of skilled officers in search for better prospects
- Lack of technical training of officers in the use of tactical equipment procured
- Inadequate psycho-social support to police officers
- Increasing incidence and sophistication of crime
- Radicalization and recruitment of youth into terror groups and organized criminal gangs.
- Climate change induced resource conflicts and crimes
- Inadequate integration of ICT in police operations
- Inadequate policy, legal and institutional framework

3.1.5.3 Lessons Learnt

The following were the lessons learnt during the last implementation period 2018-2022 which are factored in in current strategic and operational planning for the Service.

- Poor terms of service led to resignation/exit of skilled officers from the service in search for better prospects. Improved staff welfare, terms and conditions of services will attract and retain officers in the service.
- Exit of staff through natural attrition and resignation constrained service delivery. Recruitment of both uniformed and non-uniformed staff coupled with continuous training will improve effectiveness and efficiency in service delivery
- Provision of adequate and comprehensive medical cover and group life insurance cushioned officers and their immediate family members against medical related costs and ensured financial continuity of the family. Thus, improvement of the medical and group life cover will motivate and retain officers in the service.
- Enhanced capacity and decentralised services to regions improved service delivery of the Internal Affairs Unit. Further decentralization of services to counties and relocating the offices away from the Police Premises will significantly improve service delivery to citizens
- Inadequate finance affected implementation of the previous strategic plan. Strengthened partnership and cooperation with stakeholders will enhance resource mobilization for

implementation of policies, programs and projects to will enhance service delivery.

- Collaboration and partnership among security stakeholders improved security in the country. Hence, enhanced collaboration between the security agencies, Private Security Providers and the members of the public through community policing and citizen participation in security initiatives will reduce crime rate in the country.
- The automation of services in Finance and procurement units improved processes efficiency. It is thus important to Integrate ICT in other police operations to improve efficiency and effectiveness in combating crime.
- Inadequate sensitization and involvement of all key stakeholders led to low implementation of previous strategic plan. Thus, Proper sensitization and involvement will ensure ownership and effective implementation.

3.2 Stakeholder Analysis

Table 3.3 below presents an analysis of stakeholders. It helps in developing a good understanding of roles and interests, the expectation needed to enhance and optimize engagements and partnership in implementing the NPS mandate, strategic goals and objectives.

Table 3.3: Stakeholder Analysis

Name of the Stakeholders	Role	Stakeholders' expectations from NPS	NPS expectations from the stakeholders'
National Police Service staff	Engage with other stakeholders in the implementation of this Plan	<ul style="list-style-type: none"> • Development and implementation of policies, regulations and guidelines • Formulate and implement security operation programs • Prompt payment of salaries and allowances • Improved terms and conditions of service • Provision of tools, equipment and supplies for service delivery • Recognition and reward for exemplary service • Career progression and development. 	<ul style="list-style-type: none"> • Provide security and enforce the law • Promotion of collaboration with stakeholders • Participation in joint operations • Professionalism and accountability in policing • Compliance with laws and regulations • Uphold NPS core values, culture and attitudes
The National Treasury and Economic Planning	<ul style="list-style-type: none"> • Provision of budgetary resources for implementation of this Plan • Guiding in the development and implementation of the plan 	<ul style="list-style-type: none"> • Annual budget planning • Conceptualization, formulation and prioritization of projects and programmes • Timely provision of periodic reports on budget implementation • Prudent utilization of allocated funds 	<ul style="list-style-type: none"> • Adequate budgetary allocation to the Service • Timely release of Exchequer funds to the Service • Mainstream security issues in National Planning. • Support in resource mobilisation • Technical and advisory support • Objective feedback
National Police Service Commission (NPSC)	Provide human resources for Plan implementation	<ul style="list-style-type: none"> • Execution of statutory mandate • Develop and implement policing policies, regulations and guidelines • Improve policing services nationally • Handle disciplinary process • Implement Career Progression Guidelines • Receive periodic reports from the Inspector General of Police on HR matters handled by the Service • Compliance with policies and regulations 	<ul style="list-style-type: none"> • Full operationalization of statutory mandate and functions in human capital management. • Improve police terms and conditions of service • Develop and review human resources policies, regulations and guidelines

Name of the Stakeholders	Role	Stakeholders' expectations from NPS	NPS expectations from the stakeholders'
Suspects of Crime	Provide data and information required for crime investigation and clearance of cases.	<ul style="list-style-type: none"> • Fairness transparency, integrity and professionalism in conducting thorough investigations • Observance of confidentiality 	<ul style="list-style-type: none"> • Full cooperation in investigations of crime • Appear in court of law to provide evidence in support of the criminal justice process
Victims of Crime	Provide data and information required to identify and apprehend suspects of crime.	<ul style="list-style-type: none"> • Impartiality, fairness transparency, integrity and professionalism in investigations • Expediency and timely feedback • Adherence to the rule of law 	<ul style="list-style-type: none"> • Report crimes • Full cooperation in investigations of crime • Appear in court of law to provide evidence
Independent Police Oversight Authority (IPOA)	Investigate and enforce accountability for police conduct and actions	<ul style="list-style-type: none"> • Adhere to the rule of law • Support to improve accountability in the Service • Objective feedback on public complaints • Objective feedback on the status of police cells and detention facilities 	<ul style="list-style-type: none"> • Support and lobby for improved service delivery • Oversight police for transparency and accountability and • Professional investigations of complaints and compliance with due process • Support Internal Affairs Unit in its operations • Conduct inspections of police premises • Active feedback
The State Law Office	Advise and represent on legal matters affecting NPS	<ul style="list-style-type: none"> • Protect life and property • Adhere to the Rule of Law • Uphold, protect and promote human rights and fundamental freedoms. 	<ul style="list-style-type: none"> • Provide legal advice • Draft enabling laws and regulations • Representation in litigation matters
Judiciary	Adjudicate on criminal and civil matters presented before courts	<ul style="list-style-type: none"> • Adhere to the Rule of Law • Collaboration and cooperation in the criminal justice process • Thorough investigations and presentation of credible evidence in court 	<ul style="list-style-type: none"> • Interpretation of the law • Fair and timely administration of justice • Support the war against crime

Name of the Stakeholders	Role	Stakeholders' expectations from NPS	NPS expectations from the stakeholders'
Office of the Director of Public Prosecutions (ODPP)	Process and advise police on matters for prosecution.	<ul style="list-style-type: none"> • Comprehensive investigation of criminal cases • Collaboration and cooperation in the criminal justice process • Adhere to the Rule of Law • Uphold, protect and promote human rights and fundamental freedoms 	<ul style="list-style-type: none"> • Prosecution of cases • Adhere to the Rule of Law • Collaboration and cooperation in the criminal justice process • Joint training and capacity building • Uphold, protect and promote human rights
Citizens	Cooperate with and provide information to the police in law enforcement	<ul style="list-style-type: none"> • Protection of life and property • Maintain law and order • Adherence to the rule of law • Justice, fairness and professionalism in policing • Timely response to national emergencies and disasters 	<ul style="list-style-type: none"> • Compliance with laws and regulations • Share information and report crime and incidences • Report police misconduct • Collaboration and cooperation with the police in the fight against crime
Other security agencies	Cooperate with and complement NPS role in law enforcement	<ul style="list-style-type: none"> • Collaboration and cooperation in execution of security operations • Sharing of information • Joint training and capacity building • Partnership in fighting crime • Professionalism in service delivery 	<ul style="list-style-type: none"> • Collaboration and cooperation in execution of mandate • Sharing of information • Joint training and capacity building • Well-structured engagement in communication and operations
Department of Children Services	Supporting in the investigation in cases involving children Aiding the police in the administration of the Children Act 2001	<ul style="list-style-type: none"> • Protect children rights and freedoms • Uphold, promote and protect children's rights • Adhere to the Rule of Law • Collaboration and cooperation in children's matters • Sharing of information 	<ul style="list-style-type: none"> • Joint training and capacity building to protect and promote children's rights • Adhere to the Rule of Law • Safeguard, protect and promote the rights and wellbeing of children • Collaboration and cooperation in policing • Sharing of information to support investigations involving children

Name of the Stakeholders	Role	Stakeholders' expectations from NPS	NPS expectations from the stakeholders'
Ministry of Interior and National Administration	Providing policy direction for NPS	<ul style="list-style-type: none"> • Protect life and property • Adhere to the Rule of Law • Sharing of information • Protect and promote human rights and fundamental freedoms • Periodic reporting on policing • Align with the National Government Agenda on security matters • Joint security operations • Joint training and capacity building 	<ul style="list-style-type: none"> • Provide policy direction and leadership • Advocacy for enabling policies and laws in Parliament • Implementation of citizenship and immigration policy • Implementation of refugees and asylum seekers policy • Border management, control and registration of immigrants • Joint security operations • Joint training and capacity building • Sharing of information
National Authority for the Campaign Against Alcohol and Drug Abuse (NACADA)	Advise NPS on drug-related matters and law enforcement Guide on the campaigns against drug and substance abuse in NPS	<ul style="list-style-type: none"> • Protect life and property • Adhere to the Rule of Law • Sharing of information • Protect and promote human rights • Joint training and capacity building • Support in national campaign against alcohol, drug and substance abuse 	<ul style="list-style-type: none"> • Implement policies on alcohol, drug and substance abuse • Adhere to the Rule of Law • Sharing of information • Protect and promote human rights • Joint training and capacity building • Support in investigation of drug related cases
Ethics and Anti-Corruption Commission (EACC)	Collaborate with NPS in deterrence and investigation of corruption related cases	<ul style="list-style-type: none"> • Protect life and property • Adhere to the Rule of Law • Sharing of information • Protect and promote human rights • Joint training and capacity building • Collaboration and cooperation in operations • Joint investigations for economic crimes and corruption 	<ul style="list-style-type: none"> • Sharing of information • Protect and promote human rights • Joint training and capacity building • Collaboration and cooperation in policing operations • Joint investigations for economic crimes and corruption

Name of the Stakeholders	Role	Stakeholders' expectations from NPS	NPS expectations from the stakeholders'
Other Ministries, Departments and Agencies (MDAs)	Cooperate with and complement NPS role in law enforcement	<ul style="list-style-type: none"> • Protect life and property • Maintenance Law and Order • Sharing of information • Protect and promote human rights • Support in implementation of Government programs 	<ul style="list-style-type: none"> • Adhere to the Rule of Law • Sharing of information • Protect and promote human rights • Joint training and capacity building • Collaboration in policing operations • Joint implementation of programs
County Governments	Support NPS in implementation of government programmes related to security and law enforcement	<ul style="list-style-type: none"> • Protect life and property • Adhere to the Rule of Law • Enforce County laws and regulations • Support in joint operations • Sharing of information • Observe fairness, professionalism, integrity, transparency, accountability in policing 	<ul style="list-style-type: none"> • Enact laws • Collaboration and Cooperation to support policing operations • Sharing of information • Support in joint operations
Suppliers	Provision and supply of goods, works and services to NPS	<ul style="list-style-type: none"> • Timely payments for the goods, works and services supplied • Compliance with public procurement laws and ethical practices 	<ul style="list-style-type: none"> • Provide quality goods, works and services • Fair pricing of goods, works and services • Timely delivery of goods, works and services. • Compliance with public procurement laws and ethical practices
The Media	Dissemination of information and aiding public education on matters security and law enforcement	<ul style="list-style-type: none"> • Uphold good image of the police • Provide information, awareness and sensitization • Sharing of information 	<ul style="list-style-type: none"> • Provide accurate information to the public • Promote positive police image • Sharing of information • Support IPOA and IAU in execution of their mandate.

Name of the Stakeholders	Role	Stakeholders' expectations from NPS	NPS expectations from the stakeholders'
Civil Society Organization (NGOs, FBOs, CBOs)	Sensitise and support the police in adherence to the rule of law and respect for human rights	<ul style="list-style-type: none"> • Protect life and property • Maintenance of law and order. • Sharing of information • Protect and promote human rights and fundamental freedoms • Collaboration and cooperation in security operations 	<ul style="list-style-type: none"> • Adhere to the Rule of Law • Advocacy and Lobbying • Sharing of information • Protect and promote human rights and fundamental freedoms • Partnership in policing programs and reforms • Sensitization and awareness creation • Provision of training and capacity building
Institutions of Higher Learning	Collaborate with NPS, capacity build and undertake research on diverse issues	<ul style="list-style-type: none"> • Support and collaborate in training and research • Collaboration to develop skills in policing 	<ul style="list-style-type: none"> • Providing training and capacity building • Undertake research on matters of public interest • Sharing of information and research findings
Development Partners	Support NPS programmes and projects	<ul style="list-style-type: none"> • Protect life and property • Adhere to the Rule of Law • Mobilisation of donor funds • Development of concept notes for projects earmarked to be donor funded • Prudent use of allocated donor funds • Regular reporting on implementation of donor projects. • Periodic audit on use of donor funds 	<ul style="list-style-type: none"> • Adhere to the Rule of Law • Provision of funds and equipment on prioritized projects and programmes • Provision of training, • Maintenance of provided equipment, infrastructure and tools • Support development programmes and police reforms • Periodic audit on use of donor funds
Ministry of ICT	Support NPS on automation	<ul style="list-style-type: none"> • Safeguard ICT infrastructure across the country • Mapping out digitization requirements 	<ul style="list-style-type: none"> • Develop ICT policies and guidelines • Lead in the development and deployment of ICT solutions • Internet connectivity
Ministry of foreign and diaspora Affairs	Advise and guide NPS on international criminal matters	<ul style="list-style-type: none"> • Maintenance of law and order. • Protection of diplomatic missions and foreigners. 	<ul style="list-style-type: none"> • Develop foreign and diaspora policies. • Coordinate regional peace initiatives.

Chapter Four:

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 OVERVIEW

This chapter presents the key result areas that the ministry has identified to be realized during the planning period. This (KRA's) have been achieved through looking at the strategic issues and setting the strategic goals. The strategic issues and strategic goals have all been outlined in this chapter.

4.1 Strategic Issues

The Strategic issues presented below emanate from the situational analysis undertaken and indicate the fundamental policy choices, critical challenges, gaps and opportunities that need to be addressed for the National Police Service to achieve its Vision in the plan period. The strategic issues include:

- i. Inadequate infrastructure and facilities
- ii. Poor terms and conditions of service and general staff welfare
- iii. Low levels of technology integration and ICT adoption in NPS operations
- iv. Inadequate logistical, operational and investigative capacity
- v. Weak policies and institutional frameworks to guide police operations and engagements with the public
- vi. Low level of Police professionalism and accountability, and
- vii. Inadequate NPS budget financing and administration
- viii. Disparate systems for staff performance management, monitoring and appraisals

4.2 Strategic Goals

The National Police Service will pursue the following strategic goals:

- i. Improve infrastructure and facilities to support NPS operations and public needs
- ii. Improve NPS staff welfare, motivation and productivity
- iii. Increase technology integration and ICT adoption in NPS operations
- iv. Increase efficiency and expanded reach of the police in service delivery
- v. Strengthen NPS operational policies and public engagement frameworks
- vi. Improve police professionalism and accountability
- vii. Enhance NPS budget financing, administration and resourcing
- viii. Strengthen and Integrate systems for staff performance management, monitoring and appraisals

4.3 Key Results Areas

To realise its vision, the NPS will focus on eight Key Results Areas (KRAs);

4.3.1 NPS Infrastructure and Facilities

The National Police Service offers its services across the country. Resources are required to ensure that every service delivery point has adequate space and equipment to implement the mandate of the Service. Resources are also required for physical infrastructure at the training institutions which will ensure proper implementation of the curricula.

4.3.2 Working Conditions and Staff Welfare

Under this KRA, the National Police Service plans to improve the welfare and working conditions of the officers towards boosting morale and productivity. This will involve reviewing the psychosocial support mechanisms available to officers so as to avoid work -related stress. This will also include the aspects of developing policies on recruitment, career progression, housing, reward system, staff development as well as offering comprehensive healthcare and recreational facilities to officers and their families.

4.3.3 Digitization and technology integration in NPS operations and services.

The Service plans to automate its key processes to improve internal workflows, ensure efficiency and convenient access to policing services by the public. The Service also plans to automate key support services including finance, procurement, human resource, records and performance management to enhance transparency, accountability and productivity

4.3.4 Logistical, operational and investigative capacity

This will focus on enhancing the capacity for day-to-day policing operations. Implementation of the reviewed modernization plan will ensure modern equipment in communication, transport, airwing, forensics, general office and other critical areas. To enhance capacity in disaster mitigation and response, NPS need to construct and equip disaster coordination centre and train officers.

4.3.5 Policies and Frameworks for NPS Operations and Public Engagement

To Increase efficiency and effectiveness in police operations the NPS will Review, develop and implement policies and operational frameworks. In order to enhance community participation in crime management, the service will strengthen the police-community engagement guidelines and expand platforms for collaboration. In addition, the Service shall endeavour to build and sustain positive Corporate Image of NPS.

4.3.6 Police Professionalism and Accountability

In order to ensure that the Service operates effectively and efficiently, strategies will be put in place to strengthen accountability through ensuring that the IAU is facilitated to deal with complaints against officers. At the same time, the Service will work more closely with IPOA, ODPP and

CAJ to weed out corruption and ensure human rights are observed. Performance management mechanisms will be deployed and all service delivery units will be continuously evaluated on their progress in meeting Service performance targets.

4.3.7 Budget Financing

Under this KRA, the NPS plan to mobilise resources in support of key policing programmes to address the resource gaps. This will involve engaging development partners and CSOs, improving resources allocation and distributions mechanisms and placing the NPS budget under the National Security Sector. It also includes strengthening performance management mechanisms, reporting structures and M & E framework for all the programmes.

4.3.8 Staff Performance Management, Monitoring and Appraisal

In this result area, the Service shall review and integrate performance management systems to track, appraise and report on operational and staff performance. Further the service shall develop and implement robust plans and systems for monitoring and evaluating operational and staff performance.



Service with Dignity

Chapter Five:

STRATEGIC OBJECTIVES AND STRATEGIES

5.0 OVERVIEW

This section provides the strategic objectives that the National Police Service intends to achieve, and the strategies that it will be employed in the implementation of the Plan towards the set goals.

5.1 Strategic objectives

- To improve NPS infrastructure and facilities,
- To establish systems and structures for efficient management of NPS facilities and infrastructures,
- To enhance compliance with provisions and policies on NPS officers' working conditions and staff welfare
- To enhance digitization of information gathering, processing, recording and sharing in NPS
- To increase use of geographical information systems in crime surveillance and mapping
- To create digital application platforms for delivery of police services to citizens
- To strengthen logistical support for NPS
- To enhance efficiency in NPS procurement processes
- To strengthen management of police facilities and infrastructure
- To strengthen police-public partnership in crime prevention and law enforcement
- To build a specialised capacity of officers in crime investigations and management
- To enhance integration of crime detection and forensic technologies in NPS
- To strengthen operational policies and NPS public engagement frameworks
- To enhance police professionalism and accountability
- To enhance coordination of regional operational command and control in formed-up Units
- To augment budgetary and financial support for NPS Programmes
- To strengthen staff performance management in NPS

5.2 Strategic Choices

The National Police Service has identified 8 (eight) Key Result Areas with the corresponding strategic objectives and strategies for effective implementation of the Plan. The Key Results Areas identified are as follows:

Key Result Area 1: NPS Infrastructure and Facilities

Key Result Area 2: Working Conditions and Staff Welfare

Key Result Area 3: Digitization and Technology Integration in NPS Operations and Services.

Key Result Area 4: Logistical, Operational and Investigative Capacity

Key Result Area 5: Policies and Frameworks for NPS Operations and Public Engagement

Key Result Area 6: Police Professionalism and Accountability

Key Result Area 7: Budget Financing.

Key Result Area 8: Staff Performance Management

Chapter Six:

IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 OVERVIEW

This chapter outlines how the Strategic Plan will be implemented. It provides a breakdown of the implementation from strategic issues to the individual activities of the adopted strategies as well as an annual work plan for the first year of implementation and how this will be captured and actualised through performance contracting. The chapter also presents the coordination and institutional frameworks that will support the implementation of the plan. A risk management framework is also provided with clear mitigation measures on handling the foreseeable risks.

6.1 Implementation Plan

The following sections present the implementation plan in form of an action plan, annual workplan and budget for the first year of implementation and performance contracting targets for the Service.

6.1.1 Action plan (Implementation Matrix) (Refer to Annex on Page 98)

6.1.2 Annual Workplan and Budget

The Service will align Annual Work Plans with Annual Budgets ensuring that all Strategic Plan activities are adequately funded and resources are allocated optimally. The Annual Work Plan will be extracted from the action plan in Table 6.1 and be cascaded down to all services and directorates.

6.1.3 Performance Contracting

The Service annual work plans will constitute its annual performance contracts' targets which will be signed at the beginning of each financial year and their implementation and monitoring commenced. The Central Planning Department will conduct continuous monitoring of the progress made and compile quarterly and annual reports. The NPS Performance Contracts (PC) will be cascaded and implemented through all the services, directorates, commands, formations, and Units. Each of the PC implementing entities will appoint teams for monitoring, evaluation and reporting.

6.2 Coordination Framework

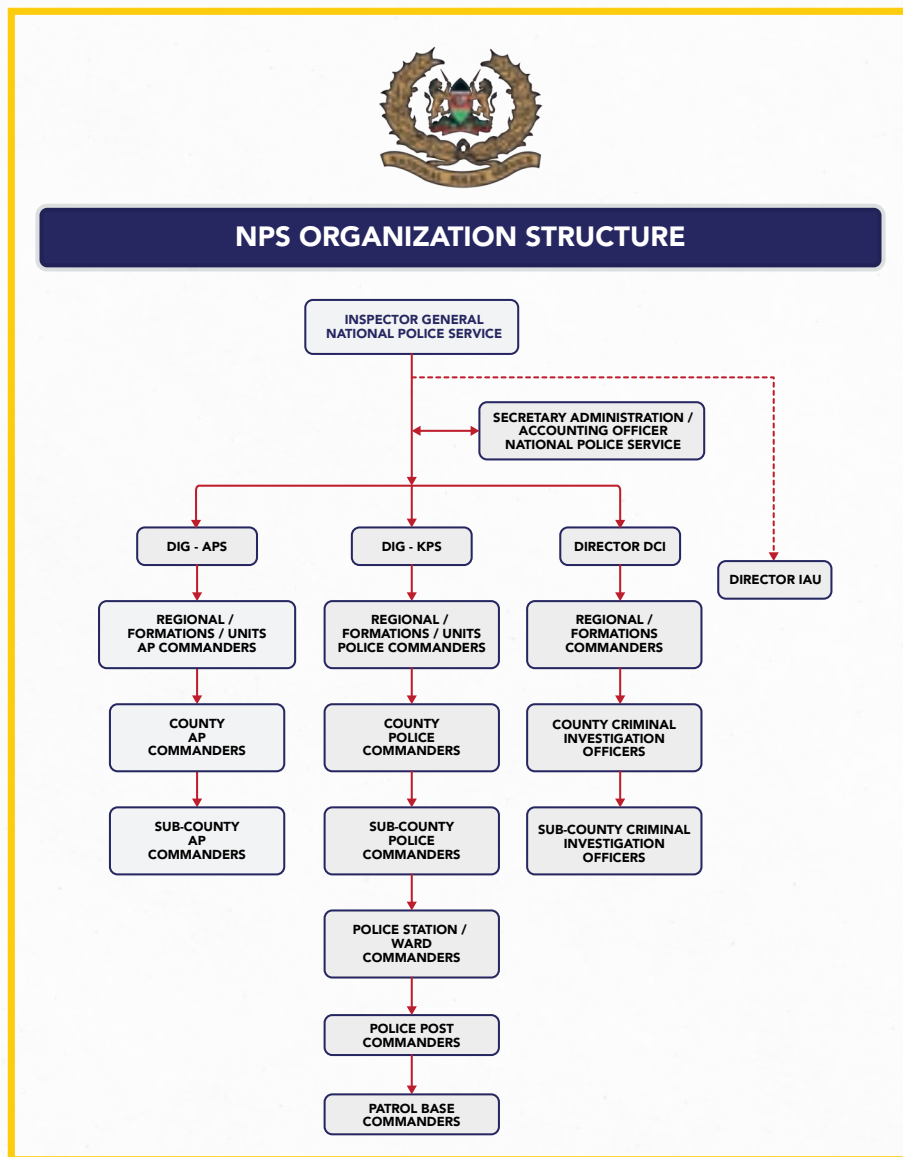
The successful implementation of the 2023-2027 NPS Strategic Plan will require the active participation of all the services and directorates. The following sections describe the institutional framework; staffing and skilling; leadership; and systems and procedures required to deliver the Plan.

6.2.1 Institutional Framework

This sub-section provides a description and an evaluation of the appropriateness and adequacy of the organizational structure, policies, rules and regulations towards support of implementation of the Strategic Plan.

6.2.1.1 Organisational Structure

The organization structure of the service is described below.



6.2.1.2 Requisite Policies, Rules and Regulations

In order to fully comply with the constitution and other relevant laws and ensure that policing services and welfare of the NPS Officers are guided by clear policy and legislation frameworks, the Service will undertake development and review of various policies, laws and regulations as a priority activity. The Service will review its Service Standing Orders (SSO) which provides overall guidance to officers on policing structures and procedures to ensure that they are comprehensive, without duplication and clear to their users. In collaboration with the National Police Service Commission, the Service will also ensure that there are clear job descriptions and functions for all cadres and offices of the non-uniformed officers.

The Service will forward recommendations on review of security-related laws to ensure a more supportive legislation framework for technical police work. The Service will also develop and review policies on staff welfare and wellness issues in collaboration with the NPSC and other partners to guarantee appropriate working conditions for its personnel.

6.2.2 Staff Establishment, Skills Set and Competence Development

Successful implementation of the Strategic Plan requires an optimally staffed Service. The National police Service will endeavour to maintain an optimal staff establishment that aligns with its operational needs and the requirements of the Strategic Plan. Table 6.6 illustrates the status of staffing distributed as uniformed and non-uniformed.

Table 6.6: Summary of Staff Establishment

Cadres	Authorised Establishment	Current in Post	Variance
NPS Uniformed Officers	306,590	106,469	(200,121)
NPS Non-Uniformed Officers	11,755	1,238	(10,517)
Total	318,345	107,707	(210,638)

6.2.2.2 Skill Sets and Competence Development

Different cadres in the Service will require varied technical, managerial and leadership skills in order to effectively deliver in the areas of deployment.

6.2.3 Leadership

The Inspector General will be responsible for providing oversight of the implementation of this Strategic Plan while the Management Committee will be responsible for the implementation of the Plan. This will include undertaking regular reviews of the status of implementation of the Plan. The Management committee will coordinate the implementation efforts by Services and departments, evaluate the milestones achieved and provide comprehensive reports to the IG. Strategic Theme Teams also been formed along each of the Strategic Issues to steer the realization of all the strategies identified under the respective KRAs.

6.2.4 Systems and Procedures

In alignment with the BETA to digitalize government services, the service will fully automate its business processes and re-engineer its systems to improve efficiency and effectiveness in service delivery. This strategic move is expected to significantly enhance staff performance by reducing manual interventions in business processes and improving coordination across services and departments.

6.3 Risk Management Framework

During the development of the Strategic Plan, the Service proactively identified potential risks that could impede its successful implementation. To address these risks and mitigate their negative impacts, the service has established robust mitigation measures. The risks have been categorized based on their impact, with high and medium-impact risks requiring immediate attention from the Management, while the heads of departments manage low-impact risks.

Table 6.8 provides an overview of the identified risks and their corresponding mitigation measures.

Table 6.8: Risk Analysis and Mitigation Measures

S/No	Risks	Risk Likelihood (L/H/M)	Severity	Overall Risk Level (L/H/M)	Mitigation Measure(s)
1	Financial	High	Medium	Medium	<ul style="list-style-type: none"> • Establish strong control measures to minimise delays and cost controls • Prudent use of finances and resources • Tapping into partner funding • Develop sound proposals for securing funding for priority programs and projects • Incorporate corruption prevention measures • Establish accountability mechanisms
2	Human resource capacity	Medium	High	Medium	<ul style="list-style-type: none"> • Effectively implement recruitment plans • Training and retooling of staff. • Outsource non-critical services. • Undertake staff succession management Collaboration with institutions of higher learning in human resource development

S/No	Risks	Risk Likelihood (L/H/M)	Severity	Overall Risk Level (L/H/M)	Mitigation Measure(s)
3	Police attitudes, culture, and related behaviour.	High	Medium	Medium	<ul style="list-style-type: none"> • Build support and Undertake practical programmes that will be appealing to the officers. • Accelerated Police Reforms to build public confidence and trust • Reengineering of police facilities, service processes and infrastructure • Incorporate behaviour change, education and communication in police training, operations and programmes • Identify champions to drive the programmes. • Establish an effective reward and recognition program. • Establish an effective counselling and psychosocial support.
4	Emerging Threats or Crimes –	High	High	High	<ul style="list-style-type: none"> • Cultivate deeper cooperation with all relevant stakeholders. • Promote peace building and coexistence amongst communities. • Build NPS resilience for sustained response to the evolving policing needs of the country. • Enhance NPS infrastructure and capacity in ICT and emerging technologies.
5	Change in legal or Policy regime	Medium	Low	Medium	<ul style="list-style-type: none"> • Anticipate and plan to accommodate changes in laws and policies. • Review and develop relevant policies on a regular basis. • Create awareness on legal and policy changes affecting police work.
6	Disasters	Low	High	High	<ul style="list-style-type: none"> • Develop NPS disaster management framework



Service with Dignity

Chapter Seven:

RESOURCE REQUIREMENTS AND MOBILISATION STRATEGIES

7.0 OVERVIEW

This chapter focuses on resource requirements and mobilization strategies by highlighting the financial requirements, resource gaps and mobilization strategies. The chapter also addresses resource management practices for the effective utilization of human resources and assets.

7.1 Financial Requirements

Table 7.1 provides a clear and concise summary of the financial resources required to achieve the goals and objectives as outlined in the Plan.

Table 7.1: Financial Requirements for implementation of the Strategic Plan

Cost Item	Projected Resource Requirements (KShs. Million)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 1. NPS Infrastructure and Facilities	25,953	35,033	33,598	31,413	29,963	155,960
KRA 2. Working Conditions and Staff Welfare	9,683.50	26,653.10	4,120.50	3,961.50	5,764.50	80,183.10
KRA 3. Digitization and Technology Integration in NPS Operations and Services	3,267.30	6,962.60	7,437.60	6,865.50	7,022.00	31,555.00
KRA 4. Logistical, Operational and Investigative Capacity	80,773.60	132,966.60	101,768.60	110,025.00	80,999.00	506,532.80
KRA 5. Policies and frameworks for NPS operations and public engagement	295	875	310	310	310	2,100
KRA 6. Police Professionalism and Accountability	885	1035	975	975	1200	5,070

Cost Item	Projected Resource Requirements (KShs. Million)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 7. Budget Financing	2.4	3.2	3.2	3.2	3.2	15.2
KRA 8. Performance Management	511	201	201	201	201	1315
Administrative costs (e.g. Personal Emoluments, Operational Cost etc.,)	50	50	50	50	50	250
Total	121,420.80	203,779.50	158,463.90	163,804.20	135,512.70	782,781.10

7.1.1 Resource Gaps

Table 7.2 provides a summary of resource gaps for the Plan implementation period.

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (KSh. Million)	Estimated Allocations (KSh. Million)	Variance (KSh. Million)
Year 1	121,370.80	106,392.34	-14,978.46
Year 2	203,729.50	112,667.13	-91,062.37
Year 3	158,413.90	115,658.92	-42,754.98
Year 4	163,754.20	122,054.1673	-41,700.03
Year 5	135,462.70	130,408.0551	-5,054.64
Total	782,781.10	587,180.6124	-195,600.49

7.2 Resource Mobilization Strategies

To supplement the available resources for the implementation of the Strategic Plan, the service has developed a set of resource mobilisation strategies. These strategies aim to increase the Service's resource base, reduce its reliance on a single source of funding and improve its capacity to implement the Strategic Plan effectively. The following are the key resource mobilisation strategies to be employed by the Service;

1. Engagement and coordination with The National Treasury and Planning (TNTP) in the budget making process.

2. Enhancing Public-Private Partnerships (PPPs): The Service will actively seek partnerships and collaborations with both local and international development partners. The aim is to attract additional resources including technology, expertise and investments to support the implementation of the Strategic Plan.
3. Seek the TNTP approval for part utilisation of police generated revenues through A-in-A
4. Seek part retention of Police generated housing revenues to finance housing and facility development and renovations
5. Partner with the National Government Constituency Development Fund (NG-CDF) in police infrastructure development.

7.3 Resource Management

The Service acknowledges the importance of prudent resource utilization and is committed to ensuring operational efficiency in resource management during the implementation of the Strategic Plan. To achieve this, the following measures will be prioritized.

1. Strengthen Internal Control Systems (ICS) for effective resource allocation and utilization.
2. Ensure continuous adherence to the Constitutional provisions, Public Finance Management Act, 2012 and Public Procurement and Assets Disposal Act, 2015
3. Undertake monitoring of budget implementation
4. Build capacity of staff on resource management.
5. Expenditure control mechanisms: NPS will implement measures to control expenditure growth, including adherence to budgetary constraints, prioritization of programs and reduction of non-essential expenses.
6. Implementation of austerity measures: The Service will adopt austerity measures to optimize resource utilization, minimizing unnecessary expenditures and ensuring efficient use of available resources.

Chapter Eight:

MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 OVERVIEW

This chapter provides the framework for monitoring, evaluation, learning and reporting on the implementation of the Strategic Plan. It further provides the feedback mechanisms that will ensure that lessons learnt are captured and used for continuous improvement of the Plan implementation.

8.1 Monitoring Framework

The Inspector General, National Police Service, will oversee the monitoring of the implementation of the Strategic Plan. Monitoring will involve continuous collection and analysis of data relating to various indicators in the implementation Matrix. The aim of Monitoring will be to identify challenges in the implementation, deviations from the implementation plans, and suggest timely remedial actions.

The National Police Service will constitute a Strategic Plan monitoring and evaluation team that will collect and analyse data and submit quarterly and annual reports for management reviews and action. Monitoring methodologies and tools will be developed by the relevant monitoring teams as guided by the implementation matrix as well as the Key result areas and the strategic objectives identified in chapter five of this Plan.

8.2 Performance Standards

Monitoring and evaluation of the Strategic Plan will be undertaken based on internationally accepted standards and norms that include; relevance, efficiency, effectiveness, success and sustainability. NPS will ensure that the monitoring and evaluation processes are credible, ethical, participatory and that the findings are timely disseminated for utilization. The head of the Central Planning and Projects Monitoring Department (CPPMD) will coordinate the Strategic Theme Teams of the Plan's KRA in collecting and validating data for the respective KRAs.

8.3 Evaluation Framework

Evaluations of the Strategic Plan shall be conducted in accordance with evaluation standards of relevance, effectiveness, efficiency and impact of the Plan. Mid and end-term evaluations shall be undertaken and evaluation reports will be generated for the respective Services, Directorates, Formations and Units as outlined in the outcome performance matrix in Table 8.1.

Table 8.1: Outcome Performance Matrix


Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term period	End-term period
KRA1: NPS Infrastructure and Facilities	Improved service delivery	Customers experience score (%)	63	2022	82	100
	Improved working conditions	Staff satisfaction index (%)	128	2022	90	60
KRA 2: Working Conditions and Staff Welfare	Improved NPS motivation and productivity	Staff retention rate (%)	90	2022	92	95
		Staff satisfaction index (%)	48	2022	75	100
KRA 3: Digitization and Technology Integration in operations	Improved service delivery	Customers experience score (%)	63	2022	75	100
	Reduced crime incidence	Staff satisfaction index (%)	48	2022	70	100
KRA 4: Logistical, Operational and Investigative Capacity	Increased efficiency and expanded reach of the police in service delivery	Police response time to crime incidences (Minutes)	55	2022	40	30
		Response time to disasters (Minutes)	125	2022	80	40
	Improved law enforcement and crime prevention	Number of crimes and incidents reported	87,858	2022	67,263	57,690
	Expeditious investigations of cases	% number of cases investigated.	75	2022	100	100
	Improved management of police facilities and infrastructure	% of maintenance requests fulfilled	-	2023	75	100
KRA 5: Policies and Frameworks for NPS Operations and Public Engagement	Increased efficiency and effectiveness in police operations	Customer satisfaction index (%)	63	2022	80	100

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term period	End-term period
	Improved public-police relations	Public trust index (%)	47	2022	100	
KRA 6: Police Professionalism and Accountability	Improved police competency and public trust in NPS	Professional standard index (%)	55	2022		
		Police accountability index. (%)	47			
	Efficient operations of formed up Units	Turn-around time for formed-up Units operations (Hours)				
KRA 7: Budget Financing	Enhanced NPS budget financing and resourcing	Amount mobilised in (KSh) billions				
KRA 8: Staff Performance Management	Improved staff performance	Average Staff appraisal scores				



Service with Dignity



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Publishing and Printing for 100

Designed & printed by:

KENYA LITERATURE BUREAU

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