

# THE KENYA POLICE SERVICE

## STRATEGIC PLAN

2003-2007

*DRAFT 2*

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# **THE KENYA POLICE STRATEGIC PLAN 2003 - 2007**

## **CHAPTER ONE**

### **1.0 HISTORY OF THE KENYA POLICE FORCE**

The Kenya Police has its small beginnings in the period between 1887 – 1902, tracing its foundation on the Imperial British East Africa (I.B.E.A.) Company, and a businessman Sir William McKinnon, who in the interest of his business found it necessary to provide some form of protection (security) for his stores along the coastline of Kenya.

It is from this origin that the concept of constituting a real police service was formed in Mombasa. Generally, police activities centred on protection of the business of the I.B.E.A. Company where the strength was mainly of Indian origin with a skeleton staff of some Africans otherwise referred to as 'Askaris'. During those early stages of the small police force, its duties were negligible.

The construction of the Kenya - Uganda Railway provided for the growth of this infant force inland from our coastline, and by 1902 there existed police service units at Mombasa, Nairobi and Kisumu for the purpose of safeguarding the railways property and materials as well as the manpower engaged in constructing the railway. In essence, peace, law and order had to be maintained despite the fact that the personnel employed then had little training. The laws in force were from India including the Indian Criminal Procedure Code, the Indian Evidence Act and Police Ordinance.

It is notable that up to 1907, the Kenya Police was organized along military lines and the training was military in nature. In 1906, the Kenya Police was legally constituted by a Police Ordinance.

In order to improve police performance, the then Governor, Sir Hayes Saddler appointed a committee to look into the affairs of the Kenya Police Force.

One of the committee's recommendations was the establishment of the Police Training School in Nairobi. In 1909, Captain W.F.S. Edwards noted that the military element had been promoted at the expense of police training, as a result of which a training depot was established in Nairobi in 1911 together with a small fingerprint section.

Later, the office of the Inspector General was established to unite various units of the police service and to administer the operations of the Police Force. These developments continued during the turbulent years of the First World War (1914 – 1918). After the end of the First World War, and the years that followed an influx of undesirable European characters reached Nairobi from South Africa. They engaged in drunken habits which frequently ended up in a fracas.

The First World War interrupted this development of the Force in 1914 where the Kenya Police were deployed in military service to fight alongside Kenyan soldiers.

After the end of the war in 1918, the Police service began to be reorganized. This entailed increasing personnel and creating better administrative and residential housing. During the same period, schools were established for African Education, thereby improving literacy in the Force so that by 1940, there were many literate African officers.

The Kenyan East African Protectorate, with the exception of the ten-mile wide coastal strip leased from the Sultan of Zanzibar was proclaimed a crown colony in July 1920 changing its name to Kenya Colony, while the title of the force changed to Kenya Police Force.

In 1926, the Criminal Intelligence Unit was established with the sole responsibility of collecting, tabulating and recording the history and data of criminals, undesirable and suspicious persons.

Special sections like fingerprint bureau and C.I.D. were created starting with a skeleton staff composed of former police officers from Britain and South Africa. This was the foundation of today's Kenya Police Force.

In the same year, the Railway Police Unit was also established to deal specifically with prevention and detection of offences in the railways from the coast to Kisumu, including Kilindini Harbour and branch lines.

As the years progressed, the scope of police activities increased and it was called upon to deal with traffic problems such as accidents and parking. The police were also called upon to deal with cattle rustling in the countryside.

As a preparation for the Second World War, police recruits were deployed in Northern Frontier Districts to counter the threat from Italian Somali Land and Ethiopia. In addition to fighting alongside regular soldiers, the Kenya Police acted as guides, interpreters and carried out reconnaissance missions in the enemies' territories.

In 1946, the Police service was placed under the office of the Attorney General. The police officers' powers were increased, and to cope with the new development, a new Police Training Depot was opened in Maseno.

In 1948, several important developments were made in the Force. The Kenya Police Reserve was formed as an auxiliary of the Force. This Unit used armored cars and was deployed in trouble spots. To improve the effectiveness of crime control, a dog section was also introduced in 1948 and the General Service Unit established and deployed in troubled areas in emergency situations.

In 1949, the Police Air wing was formed to carry out duties as communication and evacuation of sick persons to hospitals and was made part of the permanent Police service in January 1953.

After the declaration of the state of emergency in 1952, there was an immediate increase in personnel to cope with the situation and in response to the Mau Mau insurgency. In 1953, a commission was formed to review the organization, administration and expansion of the Force.

In 1957, the Police Headquarters building was opened and in 1958 the Force was integrated within the Ministry of Defense. In the period prior to independence, the Kenya Police was greatly involved in the maintenance of law and order during political meetings and at the height of the independence election period.

After Kenya gained her independence from Britain on 12<sup>th</sup> December 1963, there was a need to make some drastic changes in the Administration of the Force. This led to the replacement of the expatriate officers in the senior ranks by Africans. Since then, the Force has realized tremendous achievements in various fields of operation.

Among them, due to the increase in criminal activities and in line with the police resolve to effectively deal with security threats and to bring down crime to minimal levels, various specialized units have been formed. They include the Anti-Stock Theft Unit, Anti-Motor Vehicle Theft Unit, Tourism Police Unit, The Anti-Corruption Police Unit, Presidential Escort Unit, and the Anti-Terrorism Police Unit.

## **1.1 ORGANIZATION**

### **Constitutional and legislative background**

The Kenya Police service is established under provisions of an Act of Parliament known as the Police Act, Chapter 84 of the Laws of Kenya. The Force is headed by the Commissioner of Police who is appointed by the President under the provisions of section 108 of the Constitution of Kenya.

The Police Act provides for the functions, organization and discipline of the Kenya Police service and the Kenya Police Reserve, and for matters incidental thereto. According to section 14 of the Act, the Police service is established in the Republic of Kenya to perform the following functions: -

- Maintenance of law and order
- The preservation of peace
- The protection of life and property
- The prevention and detection of crime
- The apprehension of offenders
- The enforcement of all laws and regulations with which it is charged

## **1.2 COMMAND AND ADMINISTRATION OF THE FORCE**

The Force is under the command, superintendence and direction of the Commissioner of Police, who is responsible to the President for the efficient administration and governing of the Force.

For the purpose of police administration the Force is divided into Provinces and Formations. The provinces are subdivided into Divisions, Stations and Posts.

The Commissioner of Police is empowered under the provisions of section 5 of the Police Act to issue administrative orders called Force Standing Orders for the general control, direction and information of the Force.

## **CHAPTER TWO**

### **2.0 THE MANDATE, VISION, MISSION, MOTTO AND CORE VALUES**

#### **2.1 THE MANDATE**

The Kenya Police has a responsibility to:

- Maintain law and order;
- Preserve peace;
- Protect life and property;
- Prevent and detect crime;
- Apprehend offenders; and
- Enforce all laws and regulations with which it is charged.

#### **2.2 THE VISION**

To be a world-class Police Service, with a people friendly, responsive and professional workforce.

#### **2.3 THE MISSION STATEMENT**

We are committed to providing quality Police service to meet the expectations of our customers; by upholding the rule of law and creating and maintaining strong community partnerships for a conducive social, economic and political development of Kenya.

## **2.4 OUR MOTTO**

*UTUMISHI KWA WOTE/ SERVICE TO ALL*

## **2.5 CORE VALUES**

- To be pro-active and responsive in the discharge of our duties;
- To exercise integrity and courtesy at all times;
- To cultivate and maintain partnerships with all stakeholders;
- To create and maintain team spirit within the service;
- To be fair and firm in all our undertakings;
- To maintain a disciplined and professional workforce;
- To be gender sensitive and respect the rights of our customers.

## **CHAPTER THREE**

### **SITUATIONAL ANALYSIS**

#### **3.0 CURRENT PERFORMANCE**

##### **3.1 INTRODUCTION**

A fully functioning police service is vital for maintenance of peace, provision of security, and enforcement of the law. In the last two decades the security system deteriorated to a point where the government was unable to guarantee security to its citizens and their property. This has emerged as a result of low morale, lack of professionalism, inadequate resources, political interference and endemic corruption in the service.

The effective enforcement of law, the maintenance of public safety, and the guarantee of the protection of life and property are fundamental to economic growth and the creation of an enabling environment for private sector-led growth and development.

Issues that have emerged as bottlenecks to the provision of quality policing service include, but not limited to:

- Delayed response to the scene of crime
- Very low rate of prevention and detection of crime
- Poor management of scenes of crime
- Understaffed police service, with a police to population ratio of 1:1150
- Lack of proper HRM policy and systems
- Lack of autonomy
- Poor terms and conditions of service
- Lack of adequate resources
- Long and bureaucratic purchasing process in securing security equipment

### **3.2 CRIME PREVENTION**

Crime involving firearms, which has significantly increased in our major urban centres, has resulted to increased physical and psychological costs to society and a challenge to the police. Since the advent of regional instability in the Horn of Africa and the Great Lakes Region, Kenya has had to bear the brunt of entry of a large quantity of small arms. Organized crime, including smuggling of illegal immigrants and narcotics, and gangsterism, serve to generate insecurity and fear of crime.

White-collar and cyber crimes continue to place a burden on the economy and contribute to the prevailing sense of lawlessness.

Terrorism, a global phenomenon has continued to wreck havoc by scaring away investors and tourists, leading to loss of jobs and depleting further the meagre state resources in countering it.

Gender violence and crimes against children are not only highly prevalent but have a profoundly negative impact on the rights and future well being of women and children.

Violence associated with inter-group conflicts, such as political conflicts, ethnic tensions and land disputes have been common in Kenya and pose a threat to democratic tolerance and orderly co-existence.

Vehicle thefts and car jackings have increased substantially and have contributed to increased levels of fear and insecurity.

Peoples' experiences of incivility and anti-social behaviour in their local neighbourhoods contribute to their fear of crime. There is widespread demand for an increased and more police presence on our streets and neighbourhoods.

### **3.3 ROAD ACCIDENTS**

Road carnage continues to claim many lives of our people resulting into significant loss of manpower. Corruption in the issuance of driving licenses to poorly trained drivers coupled with dilapidated state of roads, and corrupt traffic officers have been singled out as the major causes. In addition, provision of road licenses to unroadworthy vehicles and the Matatu phenomena have ensured that our roads remain unsafe.

### **3.4 POLICE IMAGE**

Corruption within criminal justice system, contributes to a general climate of lawlessness, and serves to undermine the legitimacy and effectiveness of the fight against crime. The public lack confidence in KPF's competence and integrity. The public's perceptions are in many respects justifiable and results to low reporting levels of crime. The public complains about police inaction and giving excuses for doing nothing in the face of crime and victimization. They also complain of police brutality, torture, assault, rape, trigger-happiness, illegitimate arrest, harassment, incivility, disregard for human rights, corruption and extortion, among other things.

### **3.5. LEGAL FRAMEWORK**

In order to re-orient the police from a force to a service in line with the current reform process, the amendments of the Police Act (Cap. 84) will be necessary to facilitate change of name to Kenya Police Service.

The recent amendment of the Evidence Act requiring that confessions from suspects may only be obtained before a magistrate, may hamper police work in crime investigation, detection and prevention.

The Traffic regulations require that all traffic offences be brought before courts; including minor offences, which could otherwise be handled on the spot thereby reducing pressure on the courts.

The absence of strong institutional mechanisms for holding the police accountable to the people and to the rule of law must receive particular emphasis. Under the current law, formal mechanisms for holding the Kenyan police accountable do not extend beyond the office of the President.

The result of this legal arrangement has been that, in practice, the police, have been vulnerable to interference by powerful individuals outside of formal mechanisms of accountability and the regular chain of command, such as politicians and wealthy business owners. These powerful individuals have been able to use the police for their own political and personal agenda, often in direct contravention of the interests of the Kenyan people. Dependence "for their own career advancement and well being on politicians", has made the police acquiescent to politicians, bureaucrats and their friends even when orders have been in contravention of the law or clearly in the interests of some and unfair to others.

### **3.6 SCARCITY OF RESOURCES**

The principal cause of dysfunctional policing is the severe scarcity of resources with which the police must contend. The following are apparent:

- Officers are prone to corruption;
- Inadequate investigative training and access to sophisticated forensic facilities, increases the reliance on the extraction of confessions through torture;
- Inadequate training in customer care and human rights;
- Inadequate and obsolete communication equipment;
- Weak expenditure control of allocated funds;
- Lack of adequate funding to spend on essential services;

- Inadequate computers and modern information technology leading to inefficiency, lost files, and misplaced evidence;
- Inadequate transport – causing inability to provide rapid response to crimes in progress.

### **3.7 ACCOUNTABILITY AND RESPONSIBILITY**

An infusion of funds alone will not solve KPS's managerial and cultural problems; only serious, sustainable institutional reforms can transform KPF's from a "Force" to a "Service." This will involve retaining of officers in management and internalization of change. Those who would not cope will be forced to leave.

Improving the transparency and fairness of police personnel administration represents a key step toward ensuring accountability and reducing illegitimate interference with police operations.

Establishment of fair, efficient, and transparent mechanisms, both inside and outside the police force, for investigating and punishing misconduct is necessary. The present reliance on powerful patrons of necessity leads to widespread impunity.

The chief enemy of accountability is impunity — a state of affairs in which police officers can engage in misconduct, crime and violation of human rights and be confident that they will not be disciplined or held to account for their actions.

Impunity exists in the absence of effective mechanisms for investigating and punishing police misconduct. It also exists when powerful individuals outside the chain of command can, through their patronage, shield favoured officers from investigation and discipline.

The recruitment, training, equipping deployment and promotion of Kenya Police Reserve (KPR) have become ripe grounds for corruption.

There is need therefore to streamline its operations if its service and image are to be restored.

Accountability can most effectively be achieved through the maintenance of both internal and external mechanisms of accountability that are mandated to work cooperatively with one another.

1. Internal mechanisms of accountability refer to those mechanisms that are located and run within the police administration. Examples of such mechanisms would include a police complaints desk run by the police, mandated to entertain and dispose complaints regarding police misbehaviour or negligence.
2. External mechanisms on the other hand refer to those mechanisms that are located outside of the police, i.e. the establishment of an independent Police Complaints Authority

Another main obstacle to internal accountability in Kenya has been the maintenance of two police agencies, the Kenya Police Force (KPF) and the Administration Police (AP), with overlapping functions in practice.

- The Administration Police had in the past played an important role, particularly in bandit-prone areas in controlling incidents of banditry and cattle rustling. It acts as a supplement to the KPF. The relationship between, the two has not been made clear to citizens and is not understood. Even police officers sometimes find that the two agencies' chains of command confusingly intertwined.
- The dual system of policing in Kenya, makes it more difficult for Kenyan citizens to complain about misconduct and chain of command within each agency, makes it more difficult for senior police officers to enforce discipline. It is desirable that the two agencies harmonize their training.

### **3.8 STAFFING, DEPLOYMENT AND DEVELOPMENT**

Transparency, regularity and fairness must be hallmarks of personnel decisions not only at the top of the Police Force, but at all ranks. Many police officers, at all ranks, owe their positions not to their academic qualifications or to their performance on the job, but rather to the patronage of powerful individuals outside the police force.

Emphasis needs to be placed on establishing clear and appropriate criteria both for recruitment and promotion within the force. Formulation of policies and guidelines for promotion should be established. A police service that abides by clear criteria for recruitment and promotion reduces greatly opportunities for interference in its operations.

Equally important is the selection of appropriate promotion criteria. A police service that promotes officers based, for example, on the number of arrests they have made will provide quite a different kind of service to the public than a police service whose criteria for promotion emphasize, for example, investigative techniques, ability to communicate effectively with civilians, and integrity.

Clear and appropriate criteria for deployment within the police service need to be established to avoid situations where powerful individuals outside the police service may find it particularly easy to "punish" disfavoured police officers by effectuating their transfer to undesirable postings.

The Government must of necessity be committed to investing sufficiently to increase the number of police staff. More police officers mean more police on the beat and increased reassurance for the public. However, increased numbers of officers alone is not all. There is need to make the best use of police officers and ensure that they are deployed to maximum advantage.

Misappropriation of human resources in terms of deployment to handle unclear duties should be virtually eliminated.

Paradigms must also shift to let go of some of the present responsibilities to other sections of the disciplined services, e.g. driving and guarding of VIPs; could be taken over by the National Youth Service officers, leaving the Service to carry out its core functions.

Gender disparity has been the norm in recruitment resulting to very low numbers of women in the service. Deliberate actions must be taken to address this imbalance.

### **3.9 CHANGE OF CULTURE AND ATTITUDE**

It is important to acknowledge the difficulty and the necessity of changing the culture of policing in Kenya. Ultimately, the long-term success of any programme of police reform depends to a great extent on the institutional culture that prevails within the Service. Where the prevailing culture is one of corruption and impunity, changing that culture must be one of the central goals of police reform. A transition from a "force" to a "service" is a fundamental transformation in the way the individual police officer applies himself/ herself to his work and conceives his relationship to the public, day in and day out.

The Service must deal both at personal and institutional level with issues that bring disrepute. Such behaviour is manifested in:

- Apathy and lack of work ethics;
- Lack of commitment;
- Defensive approach to issues;
- Blind loyalty to powers outside the service, and
- Indifference approach in service delivery.

### **3.10 POLICE SERVICE AUTONOMY**

The establishment of the office of the Inspector General with rules governing the appointment, removal and security of tenure of the office will play a crucial role in determining whether the service is properly insulated from interference and certainly increase his/her ability to act in obedience to the law, and to make operational decisions in accordance with his/her own best judgment. If this process is transparent, objective, and impartial, the Inspector General will be afforded expanded space for operational autonomy and subject to clear policy directions.

### **3.11 CONCLUSION**

The police reform programme currently being developed by the police service in consultation with relevant authorities must aim at contributing to national stability. To deliver the necessary performance improvements, the police service will need to reform so that it is characterized by:

- A more customer focused service;
- The highest possible levels of efficiency and effectiveness;
- Integrity, impartiality and respect of all citizens;
- Professionalism in service delivery;
- A diverse workforce representative of all service professions;
- Consistent and effective use of science and technology;
- Ability to work flexibly across geographical and institutional boundaries;
- An ability to work in partnership with other agencies contributing to community and public safety;
- Terms and conditions that meet the needs of the service and all those working within it.

## **CHAPTER FOUR**

### **OVERALL GOAL, OBJECTIVES, STRATEGIES AND ACTION PLAN**

#### **4.0 OVERALL GOAL**

The overall goal for the planning period is to create a modern, efficient and effective Police Service that is responsive to the needs and expectations of its customers.

#### **4.1 OBJECTIVE ONE:**

##### **TO PREVENT AND DETECT CRIME, MAINTAIN LAW AND ORDER, AND BRING OFFENDERS TO JUSTICE.**

In pursuing the strategic priorities, the Police Service must work in partnership with other national and local agencies. The key building blocks are already being put in place by the service and resources are required to increase in real terms to facilitate the achievement of the envisaged objectives.

##### **STRATEGIES:**

1. Promote collaborative partnerships between the communities, local authorities and the Police Service;
2. Enhance supervision at the service delivery level to ensure effectiveness;
3. Improve criminal intelligence gathering and handling systems;
4. Liaise with other agencies to tackle anti-social behaviour and disorder;

5. Combat terrorism and other organized crime in the country;
6. Promote co-operation among the criminal justice systems with a view to improving the administration of justice;
7. Increase the number of offenders brought to justice especially in areas of crime against person and property;
8. Enhance police visibility and responsiveness;
9. Enhance the capacity of specialized support units in the service;
10. Develop mechanism to handle domestic violence and child abuse;
11. Establish a national policy on policing;
12. Improve management of road traffic and support Institutions;
13. Establish Victim support unit;
14. Control proliferation of illicit small arms and light weapons;
15. Acquire modern and appropriate weaponry and protective gear;
16. Improve coordination between private and public security services;
17. Control drug trafficking;
18. Control cross border crime and banditry.

#### **4.2. OBJECTIVE TWO: TO IMPROVE THE HUMAN RESOURCE MANAGEMENT**

The Police Service will endeavour to recruit, train, equip, deploy and provide appropriate welfare needs/services to its personnel. In order to achieve this, a new framework must be developed to create the necessary capacities to improve performance.

##### **STRATEGIES:**

1. Enhance capacities of personnel in the Police Service;
2. Increase the overall police to population ratio to 1:650;
3. Develop a career structure that will attract and retain qualified Personnel;
4. Recruit more female officers for gender equity;
5. Review the current recruitment and operation procedures of Kenya Police Reserve;
6. Create an effective tool to articulate the interests and welfare of the Police Service;
7. Develop and implement a modern performance evaluation management system;
8. Improve personnel records management system;
9. Develop modalities for exit, retirement and succession,

### **4.3 OBJECTIVE THREE:**

#### **TO IMPROVE AND EXPAND FACILITIES, EQUIPMENT AND TECHNOLOGIES TO ENHANCE SERVICE DELIVERY.**

It is expected that the Government will provide the Police Service with ICT infrastructure, Training support infrastructure, Research development systems, sufficient accommodation and appropriate communication facilities, as well as transport services and equipment to enable it deliver quality service

#### **STRATEGIES:**

1. Upgrade ICT systems within the Police Service;
2. Improve transportation systems;
3. Establish a Research & Development system;
4. Facilitate acquisition and rehabilitation of suitable police offices, cells, messes, ranges, recreational facilities and residential accommodation;
5. Improve infrastructure and capacities for all Police training Institutions, Kenya Police School of Management and the Police Academy.

#### **4.4 OBJECTIVE FOUR:**

##### **TO BUILD A POSITIVE IMAGE FOR THE POLICE SERVICE.**

The Police Service will endeavour to endear itself to its stakeholders by being fair, honest, loyal, humane and accountable.

##### **STRATEGIES:**

1. Develop and implement a public education programme to build trust between the Police Service and the public;
2. Introduce monitoring and evaluation mechanisms to track image regularly;
3. Review and revise obsolete existing laws, regulations and procedures;
4. Change the name from KPF to KPS;
5. Eradicate corruption and other vices in the service.

#### **4.5 OBJECTIVE FIVE:**

##### **TO STRENGTHEN THE INSTITUTIONAL FRAMEWORK**

To facilitate fast acquisition of the needed equipment and services, it will be necessary to shorten the present long and bureaucratic purchasing process through the empowerment of Inspector General.

##### **STRATEGY**

1. Make the Inspector General an Accounting Officer;
2. Enhance Human Resource and Organisation Development.

#### **4.6 OBJECTIVE SIX:**

##### **TO IMPROVE DISASTER MANAGEMENT OPERATIONS**

##### **STRATEGY**

1. Enhance disaster preparedness and responsiveness.

## **CHAPTER FIVE**

### **WAYFORWARD**

#### **5.1 INTRODUCTION**

The primary objective for the Police Service for the five years of this Policing Plan is to deliver improved police performance, which will in turn contribute to the overall reduction of crime, the fear of crime and anti-social behaviour. To achieve these goals, the Police Service will work in partnership with other national and local agencies in support of crime reduction and develop better relations with all stakeholders.

#### **5.2 POLICE SERVICE COMMISSION**

The Police Service Commission will have its origin in the Kenya Constitution. The Commission shall have disciplinary control over the Kenyan Police Service, and have power to appoint officers in the police leadership below the rank of Inspector General, the top officer in the Service. The HR management process of recruitment, training, deployment, promotion of deserving officers, and administration of terms and conditions of service will be undertaken as a result of the supervisory work of this commission. Those facing disciplinary action will have recourse to the commission.

#### **5.3 OVERSIGHT BOARD**

There is strong argument for the creation of specialized entity for overseeing the police, considering the volume of complaints against the police, the sensitivity and specialized nature of many aspects of police work, and the critical role that the police play in establishing the character of the relationship between the government and the people. It is recommended that the Police Oversight Board be established with powers to investigate and take corrective action on complaints of police misconduct and human rights abuses.

Kenya Police Force (KPF) has in the past practised regime policing, focusing substantial institutional energy on sustaining the power of the ruling party. It must now practise democratic policing by focusing its efforts on providing service to the Kenyan people through the promotion of the respect of the rule of law and human rights.

It is envisaged that there will be need for change of attitude by the Police Officers toward their duties. The Police Service will be oriented towards meeting the needs of civilians and institutions of a democratic society through the delivery of policing services of high standards; guided by the principles of integrity, respect for human rights, non-discrimination, impartiality and fairness.

#### **5.4 EXTERNAL ACCOUNTABILITY**

Notwithstanding the indispensability of internal accountability, there is a worldwide trend toward the establishment of independent, external institutions that allow citizens to participate in overseeing the functioning of police. The establishment of a Police Complaints Authority, which would supervise performance and conduct of police and investigate citizens' complaints, would go along way in reducing conflicts between public and the Service.

Though civilian oversight is no "magic bullet," it can have a substantial impact on the quality of policing by:

- Enhancing public confidence in the fairness and legitimacy of the handling of complaints of police misconduct;
- Improving the quality of communication and the level of trust between the police and the public;

- Re-enforcing police adherence to human rights laws and norms;
- Providing guidelines, instructions, and statistics that can assist senior police officers in managing the service;
- Transforming the Kenyan Police from a Force to a Service through participation of citizens, leaders, and police officers;
- Addressing many facets of police dysfunction like corruption, criminality, torture, etc
- Reducing interference by powerful individuals outside of the established chain of command.
- Professionalizing the service through recognition of academic qualifications and job performance rather than patronage of powerful individuals outside the police force.
- Defining clearly the role of two police agencies, the Kenya Police Service (KPS) and the Administration Police (AP), though in law the distinction between the two forces is clear, in practice the overlapping functions of the two has caused some dysfunction. The relationship between the two has not been made clear to citizens and is not understood, making it difficult for the citizens to complain about police misconduct.

## **5.5 TENURE OF OFFICE FOR INSPECTOR GENERAL**

The President acting on the advice of the Police Service Commission shall appoint the Inspector General. He/she will have security of tenure of office and will hold office for a fixed term of five years, renewable once upon successful completion of the initial term.

The terms and conditions of service for the Inspector General will among other benefits include a retirement package including a car, appropriate security, housing, and medical cover for self and family.

## **5.6 TACKLING CRIME EFFECTIVELY**

The Kenya Police Service should include in their local plans a strategy for tackling anti-social behaviour. In formulating and implementing the strategy police service should work closely with local communities. Plans should cover all aspects of the problem from responding to reports of anti-social behaviour incidents to fundamental problem solving.

- Local plans should identify how Police Service and local communities will contribute to crime reduction, both through their own efforts and by working in partnership with other agencies, and set appropriate local targets.
- Provincial and the formation commanders should develop effective programmes to identify and manage drug involved offenders and to tackle drug related crime, including their supply.
- The Service should develop accurate information and intelligence systems to identify trends in relation to illegally held firearms and consider running specific initiatives in partnership with community leaders and local service providers to tackle firearms-related crime.

- Provincial and the formation commanders should have effective strategies and procedures in place to respond quickly and effectively to domestic violence incidents and crime against children.
- The Police service should reflect the importance of disrupting organized criminal groups and enterprises.
- The service should develop existing officers and new recruits to achieve the necessary competencies to ensure that they have the capacity to tackle crime effectively.
- The government should ensure sufficient resources are invested to deliver and optimize the use of key technologies.
- The Police Service must develop a closer working relationship with local communities, civil societies and the courts to improve case preparation and case management.
- The service strategies should address the needs of victims, particularly victim support systems.
- Contingency plans to deal with terrorist incidents should be regularly reviewed and close contact maintained with relevant agencies.
- The Police Service should also strengthen its arrangements for information sharing and working with other agencies dealing with child protection.
- The Police service should adopt in their local policing plans research and intelligence led strategies for reducing deaths and injuries on the roads and achieving a safe environment for all road users.
- Officers should work closely with local partners to tackle crime related to illicit brewing.

## 5.7 MAKING THE MOST OF POLICE OFFICERS

- Senior police officers should show the necessary leadership to drive the reform forward.
  
- A co-ordinated approach to science and technology is essential if the service is to receive greatest benefits. The strategy will provide a consistent framework to follow and a means by which the need for common solutions can be identified and agreed upon.
  
- The availability of officers for front line duties is compromised by the use of antiquated processes for recording, managing and accessing information. The police are at the front end of the criminal justice process; what happens in the police station sets the tone for all subsequent stages of the process. By delivering improvements in the speed and efficiency of processing offenders and in the preparation, submission, management and presentation of case files, the police service can help set the standard for the criminal justice system as a whole.
  
- Over the period of this Plan the Police Service with its criminal justice partners should by December 2007, have:
  - (i) Secured e-mail facilities across the Criminal justice system;
  
  - (ii) The profiles of active criminal population in the country;
  
  - (iii) A modern forensic laboratory;
  
  - (iv) Computerized and networked all systems within all police stations and other working partners.

## **5.8 MEASURING THE PERFORMANCE**

Police are responsible for providing an efficient and effective service, one that is increasingly effective in combating crime and which achieves value for money. The views of local people will be important in scrutinizing police performance and in drawing up plans and strategies. A key measure of the success of Police authorities and service will be the degree of public satisfaction with the service received.

Performance management should ensure that what is valued gets measured. In recognition of performance issues specific to policing major urban centres, consideration should also be given to comparisons of performance using international benchmarking. A set of national standards on performance to ensure consistent, service delivery mechanism should be developed. That would present a properly rounded picture of police performance, reflecting national priorities and taking into account local circumstances. Data based around the standard will be disseminated incrementally and the public will be able to see service-level performance comprehensively and comparatively assessed and a clearer relationship between resources allocated and services delivered.

From time to time, unplanned or specific events - such as major crime, terrorist attack and public order incidents, will have an impact on overall performance, and assessment at national level will take account of such factors.

## **5.9 DELIVERING IMPROVED PERFORMANCE**

The purpose of implementing plans effectively is to deliver improved performance. Police service will have its own systems for tracking performance and taking corrective action where necessary. This process will be augmented nationally by a sustained focus on performance against all the targets - including those in respect of crime and policing.

- This focus on performance will develop and be continuously reviewed to ensure that it improves performance where it matters, on the ground. Regular consultation with key stakeholders will be essential to identify any constraints against improving performance, and tackling them effectively.
- Where quality of service to the public is not as high as expected, the Government will look to the Inspector General to take whatever steps are necessary to put this right. Such intervention should not be regarded as a challenge to operational independence, but the acceptance of a responsibility at all levels of the service. The Police Service should therefore be accountable to the public and law.

## **5.10 RESOURCES**

Financial and capital spending needs will be directed towards modernization and the improvement of service efficiency and effectiveness. The improvement of accommodation, ICT upgrading, transport and equipment, and projects which support joint workings with other agencies, will be prioritized. Project support will be sought primarily from the government but other donors including Public and Private Partners will be approached where necessary.

## 5.11 CONCLUSION

The successful implementation of the Policing Plan will depend on the commitment and motivation of the individual officer. The support extended to the officer in terms of financial and other resources by the government and other stakeholders will go along way in this direction. In this regard, it is of paramount importance that a comprehensive review of the conditions and terms of service is undertaken at the earliest.

In order to consolidate the gains envisaged in the plan, it is proposed that:

- The Planning Committee converts itself into a Monitoring and Evaluation Committee. It will, along with Provincial and the formation commanders, undertake quarterly reviews on the implementation of the Plan.
  
- The Inspector General will facilitate an annual stakeholders review meeting to appraise the plan.

## **ACTION PLANS**



OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
	2) Enhance supervision at the service delivery level to ensure effectiveness	<ul style="list-style-type: none"> <li>▪ Set standards of supervision</li> <li>• Carry out regular scheduled inspections</li> </ul>	<p>A standard guide manual</p> <p>Crime reduced</p>	% reduction in crime	EMC, PPO OCPD	<p>Jan - March 2004-</p> <p>Jan (Cont.)</p>	<b>8.5</b>
	3) Improve criminal intelligence gathering and handling systems	<ul style="list-style-type: none"> <li>▪ Recruit crime intelligence officers</li> <li>▪ Recruit crime analysts</li> <li>▪ Train police officers and acquire appropriate equipment</li> <li>▪ Establish networks</li> <li>▪ Carry out awareness programs for all commanders</li> <li>▪ Strengthen and expand police intelligence unit</li> </ul>	<p>Trained officers</p> <p>Expanded Intelligence unit</p>	% reduction in crime	<p>Director CID</p> <p>Director of Operations</p>	<p>March - Dec 2004</p> <p>(cont.)</p>	<b>2,292.8</b>
	4) Liaise with other agencies to tackle anti-social behaviour and disorder.	<ul style="list-style-type: none"> <li>▪ Carry out raids into pockets of anti-social behaviour</li> <li>▪ Form networks with local authorities</li> <li>▪ Round up street families</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced anti social behaviour</li> </ul>	% reduction in crime	OCPD, OCS OCPD	<p>Jan - Dec 2004</p> <p>(cont.)</p>	<b>11.2</b>
	5) Combat terrorism and other organized crime operating in the country.	<ul style="list-style-type: none"> <li>▪ Train officers</li> <li>▪ Acquire protective and advanced detecting equipment</li> <li>▪ Identify and target the kingpins of organized crimes</li> </ul>	Reduced terrorists attacks and organized crime	% reduction in terror crime	All Commandants ATPU OCPD, OCS OCPD	<p>Jan - June 2004</p> <p>(cont.)</p>	<b>1,208.6</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSI BILITY	TIME	BUDGET <b>Kshs. Million</b>
	6) Promote co-operation among the criminal justice systems with a view to improving the administration of justice	<ul style="list-style-type: none"> <li>• Hold joint meetings, seminars and workshops among criminal justice systems</li> <li>▪ Set up standing committees at Divisional / National level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved administration of justice</li> </ul>	<ul style="list-style-type: none"> <li>• Standing Committee set</li> <li>• Meetings held</li> </ul>	Director of Operation OCPD's	Jan - Dec 2004  (Cont.)	<b>9.7</b>
	7) Increase the number of offenders brought to justice especially in areas of crime against person and property	<ul style="list-style-type: none"> <li>▪ Train officers (recruits and in - service) in investigations</li> <li>• Equip personnel with adequate tools</li> <li>• Target prolific offenders and handlers of stolen properties</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced crime against person and property</li> </ul>	% reduction of crime against the person and property	DP/T Commandants,  KPC DCI CP AS	Jan - Dec 2004  (cont.)	<b>2,000</b>
	8) Enhance Police visibility and responsiveness	<ul style="list-style-type: none"> <li>▪ Acquire and deploy 999 patrol in urban areas</li> <li>▪ Increase foot patrol</li> <li>▪ Retrain officers</li> <li>▪ Acquire bullet proof vests and protective clothing in urban areas</li> <li>▪ Increase fuel and resources</li> <li>▪ Improve condition of service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced street crime</li> </ul>	% reduction of street crime		Jan - Dec 2004  (cont.)	<b>2,200.2</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPONSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
	9) Enhance the capacity of specialized support units in the service	<b>Air wing</b> <ul style="list-style-type: none"> <li>▪ Improve personnel and capacity</li> <li>▪ Rehabilitate the existing Aircrafts</li> <li>▪ Acquire new aircrafts</li> <li>▪ Increase fuel and resources</li> <li>▪ Improve condition of service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved detection and response</li> </ul>		CP, AS	Jan - Dec, 2004  (cont.)	<b>896.1</b>
		<b>Dog Unit</b> <ul style="list-style-type: none"> <li>▪ Improve the breed</li> <li>▪ Train the handlers</li> <li>▪ Increase personnel and kennels</li> <li>▪ Improve supplies</li> <li>▪ Improve the condition of service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved response</li> </ul>		CP, AS	Jan - Dec, 2004  (cont.)	<b>122</b>
		<b>Anti Stock Theft</b> <ul style="list-style-type: none"> <li>▪ Improve transport</li> <li>▪ Acquire new communication equipment</li> <li>▪ Acquire camping equipment</li> <li>▪ Sink bole holes in operation base areas</li> <li>▪ Acquire more vehicles, horses, camels and 2 aircrafts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved response</li> </ul>		CP, AS	Jan - Dec, 2004  (cont.)	<b>587.5</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
		<b>GSU</b> <ul style="list-style-type: none"> <li>▪ Acquire communication systems</li> <li>▪ Acquire modern anti riot gears, e.g. water canons</li> <li>▪ Improve housing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved crime control</li> </ul>		CP, AS	Jan - Dec, 2004  (cont.)	<b>12,120</b>
		<b>Anti terrorism Unit</b> <ul style="list-style-type: none"> <li>▪ Provide appropriate training</li> <li>▪ Provide specialized equipment and protective gear</li> <li>▪ Provide office and residential accommodation</li> <li>▪ Provide transport</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved detection and responsiveness</li> </ul>		CP, AS	Jan-Dec 2004  (cont.)	<b>620</b>
		<b>Tourist Unit</b> <ul style="list-style-type: none"> <li>▪ Train the officers</li> <li>▪ Provide modern communication equipment</li> <li>▪ Provide transport</li> <li>▪ Provide office and residential accommodation</li> <li>▪ Provide transport</li> <li>▪ Draw MOU</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved security in tourist centres</li> </ul>		CP, AS	Jan-Dec 2004  " (cont.)	<b>579.15</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
		<b>CID</b> <ul style="list-style-type: none"> <li>▪ Furnish the offices</li> <li>▪ Provide transport, communication equipment and firearms</li> <li>▪ Provide protective equipment</li> <li>▪ Provide training facilities</li> <li>▪ Train personnel in specialized unit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved crime detection and response</li> </ul>		CP, AS	Jan-Dec 2004 (cont.)	<b>375.8</b>
		<b>Training Colleges</b> <ul style="list-style-type: none"> <li>▪ Revamp the entire police colleges ( buildings, equipment, curriculum, transport, teaching aids, technology and personnel)</li> </ul>			CP, AS	Jan-Dec 2004 (cont.)	<b>250</b>
		<b>Port Police</b> <ul style="list-style-type: none"> <li>▪ Provide specialized training</li> <li>▪ Acquire modern screening and monitoring equipment</li> <li>▪ Acquire 10 more boats and rehabilitate the existing ones</li> <li>▪ Provide life saving equipment</li> <li>▪ Draw MOU</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved response</li> </ul>		CP, AS	Jan-Dec 2004 (cont.)	<b>574.76</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
	10) Develop mechanism to handle domestic violence and child abuse	<ul style="list-style-type: none"> <li>▪ Train officers in handling and counseling victims</li> <li>▪ Develop a curriculum</li> <li>▪ Pilot women only facilities through acquisition or putting up new Police stations in major urban centres</li> <li>▪ Provide appropriate look-up for children at Police stations</li> <li>▪ Attach social workers from children departments to police stations</li> </ul>	Improved service delivery to disadvantaged groups	<ul style="list-style-type: none"> <li>• Number of Women police stations established</li> <li>• Number of Lock –up facilities established</li> </ul>	GK, Donors, Development partners CP Stakeholders	Jan - Dec 2004  (cont.)	<b>703.36</b>
	11) Establish a national policy on policing	<ul style="list-style-type: none"> <li>▪ Establish an independent Police Complaints Authority</li> <li>▪ Establish standards of crime management</li> <li>▪ Establish a service charter</li> </ul>	Improved service delivery		CP Stakeholders Development partners	Jan- Dec 2004  (cont.)	<b>0.7</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
	12) Improve road traffic and support institutions management	<ul style="list-style-type: none"> <li>▪ Decentralize traffic management institutions</li> <li>▪ Equip divisional commanders</li> <li>▪ Carry out compliance campaigns</li> <li>▪ Reactivate and reclaim children traffic parks</li> <li>▪ Hold joint meetings with other agencies, e.g. local authorities, KRA, Min. of Roads and Public works etc</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced road accidents</li> </ul>	<ul style="list-style-type: none"> <li>▪ % reduction in road accidents</li> </ul>	<p>MD Roads Board, PPO CP, Town clerks, Director Motor Vehicle Inspection</p> <p>PS MOW&amp; H PS MOT&amp;C</p> <p>Commissioner General KRA</p>	<p>Jan - Dec, 2004</p> <p>(cont.)</p>	<b>26.22</b>
	13) Establish Victims Support unit	<ul style="list-style-type: none"> <li>▪ Provide safe houses for witnesses</li> <li>▪ Provide legal and counseling support</li> <li>▪ Provide budgetary support to prisoners and witnesses</li> </ul>		<ul style="list-style-type: none"> <li>▪ Number of Safe houses established</li> </ul>	<p>PS (Fin.) PS ( OP) CP AS Stakeholders</p>	<p>Jan – Dec, 2004</p> <p>(cont.)</p>	<b>240</b>
	14) Control the proliferation of illicit small arms and light weapons	<ul style="list-style-type: none"> <li>▪ Coordinate the National focal point</li> <li>▪ Carry out mapping exercises</li> <li>▪ Sensitize the communities</li> <li>▪ Collect and destroy the small arms and light weapons</li> <li>▪ Regulate the operations of private shooting ranges</li> </ul>		<ul style="list-style-type: none"> <li>• Number of Small arms collected</li> </ul>	<p>CP PS (OP)  Stakeholders</p>	<p>Jan – Dec, 2004</p> <p>(cont.)</p>	<b>2.24</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
	15) Acquire modern and appropriate weaponry and protective gears	<ul style="list-style-type: none"> <li>▪ Purchase bullet proof vests, bomb disposal suits and Advance Detective Equipment</li> <li>▪ Purchase 10 Bomb disposable vehicles</li> <li>▪ Train officers</li> </ul>			CP PS (OP)	Jan- Dec 2004	<b>375.8</b>
	16) Improve coordination between Private and Public Security Services	<ul style="list-style-type: none"> <li>▪ Recommend for law to regulate the operation of private security services</li> <li>▪ Vet and license the owners / practitioners of private security companies</li> </ul>			CP AG Stakeholders	Jan – Dec 2004  (cont.)	<b>0.2</b>
	17) Control Drug trafficking	<ul style="list-style-type: none"> <li>▪ Train officers</li> <li>▪ Acquire protective and advanced detecting equipment</li> <li>▪ Identify and target the kingpins</li> <li>▪ Carry out school education programme</li> <li>▪ Collaborate with other agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced drug related incidents</li> </ul>	<ul style="list-style-type: none"> <li>▪ % reduction in drug crime</li> </ul>	CP Stakeholders	(cont.)	<b>12</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
	18) Control cross border Crime and banditry	<ul style="list-style-type: none"> <li>▪ Strengthen the border police station</li> <li>▪ Enhance cooperation with neighboring countries</li> <li>▪ Improve the infrastructure to border police stations</li> <li>▪ Acquire appropriate equipment, e.g. Personal identification equipment</li> <li>▪ Provide appropriate transport</li> </ul>			CP PS(Works) PS(OP) Stakeholders	Jan 2004  (cont.)	<b>4,975</b>

**TABLE 4.2: TO IMPROVE HUMAN RESOURCE MANAGEMENT**

OBJECTIVES	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPONSIBILITY	TIME	BUDGET
<p><b>OBJECTIVE 2</b></p> <p>To improve the Human Resource Management</p>	<p>1) Enhance capacities of personnel in the police service</p>	<ul style="list-style-type: none"> <li>▪ Develop appropriate recruitment policy</li> <li>▪ Develop appropriate training policy</li> <li>▪ Review the curriculum</li> <li>▪ Carry out training need analysis (TNA)</li> <li>▪ Carry out training</li> <li>▪ Expand and equip existing training facilities</li> <li>• Relinquish all auxiliary services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment Policy</li> <li>▪ Training Policy</li> <li>▪ New Curriculum</li> <li>▪ TNA Report</li> <li>• No. Trained</li> <li>• No of services relinquished</li> </ul>		<p>CP</p> <p>Director of Planning</p> <p>-do-</p> <p>Training Institutions</p> <p>C P</p> <p>AS/DOP/T</p>	<p>Jan - June 2004</p> <p>(cont.)</p>	<p><b>23</b></p>
	<p>2) Increase the overall police to population ratio to 1: 650</p>	<ul style="list-style-type: none"> <li>▪ Recruit 5,000 NYS graduates to take over guard, driving and mechanics duties etc</li> <li>▪ Recruit NYS graduates to the service</li> <li>▪ Expand KPC by constructing 30 new and 30 barracks</li> <li>▪ Double the intake</li> <li>▪ Expand accommodation by 2,000 units for the new recruits.</li> <li>▪ Rehire officers below 60 retired honorably</li> <li>▪ Increased Ratio to population</li> </ul>			<p>CP</p> <p>PS (HA)</p> <p>PS (OP)</p>	<p>Jan - Dec 2004</p> <p>(cont.)</p>	<p><b>3,060.25</b></p>

		<ul style="list-style-type: none"> <li>▪ Decentralize the PTCs and use them for Promotional courses</li> <li>▪ Increase retirement age to 60</li> </ul>					
	3) Develop a career structure that will attract and retain qualified personnel	<ul style="list-style-type: none"> <li>▪ Review the existing organizational structure to make it more user friendly</li> <li>▪ Review current deployment policy</li> <li>▪ Develop and implement a remuneration and reward system</li> </ul>	<ul style="list-style-type: none"> <li>• New organization chart</li> <li>▪ New deployment policy</li> <li>• New terms of service</li> <li>▪ New scheme of service</li> </ul>		CP, PS(OP) PS(FIN) PS(DPM)	Jan -Dec 2004  (cont.)	<b>1.0</b>
	4) Recruit more females for gender balance.	<ul style="list-style-type: none"> <li>▪ Change the current recruitment policy to make the service an equal opportunity employer</li> <li>▪ Make recruitment advertisement gender inclusive</li> <li>▪ Repeal FSO chapter 14</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment Policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ % increase in women recruited</li> </ul>	CP	Jan- Dec 2004  (Cont.)	<b>0</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET
	5) Review the current recruitment and administration operation procedures of Kenya Police Reserve	<ul style="list-style-type: none"> <li>▪ Assess the current establishment and strengthen KPR</li> <li>▪ Review policy on recruitment, deployment and promotion</li> <li>▪ Carry out need assessment</li> <li>▪ Recruit and deploy as need be</li> </ul>	<ul style="list-style-type: none"> <li>• KPR recruitment Policy</li> </ul>		CP DA	Jan -June, 2004	<b>0.5</b>
	6) Create an effective tool to articulate the interests and welfare of the Police service.	<ul style="list-style-type: none"> <li>▪ Revive and review the Kenya Police Representative Association</li> <li>▪ Establish and construct a Police Hospital</li> <li>▪ Establish HIV / Aids control unit in the AB</li> <li>▪ Establish a Counselor's office</li> <li>▪ Entrench the Kenya Police Chaplaincy Service</li> </ul>			C P DPM	Jan - June 2004	<b>500.2</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET
	7) Develop and implement a performance evaluation management system	<ul style="list-style-type: none"> <li>▪ Establish performance criteria</li> <li>▪ Establish staff appraisal system</li> <li>▪ Prepare performance contracts for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Contracts</li> </ul>		CP DPM PPO	Jan- June 2004	<b>0.25</b>
	8) Develop Personnel Records Management System	<ul style="list-style-type: none"> <li>▪ Review existing Personnel records Management Systems</li> <li>▪ Implement a new records management system</li> </ul>	<ul style="list-style-type: none"> <li>• New Record Management System</li> </ul>		CP DPM PPO PS(OP)	Jan- June 2004	<b>0.5</b>
	9) Develop modalities for exit, retirement and succession	<ul style="list-style-type: none"> <li>▪ Review retirement age</li> <li>▪ Prepare officers for retirement</li> <li>▪ Review early retirement schemes for officers</li> <li>▪ Strengthen the Pension section through computerization and training</li> </ul>	<ul style="list-style-type: none"> <li>• Exit / Retirement policy</li> </ul>		CP DPM PPO PS (OP)	Jan- June 2004	<b>2.25</b>

**TABLE 4.3: TO IMPROVE AND EXPAND FACILITIES, EQUIPMENT AND TECHNOLOGIES**

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET
<p><b>OBJECTIVE 3</b></p> <p>To improve and expand facilities, equipment and technologies to enhance service delivery.</p>	<p>1) Upgrade ICT systems within the police service</p>	<ul style="list-style-type: none"> <li>▪ Carry out feasibility study on information needs of the police service</li> <li>▪ Establish an ICT unit at the Police Headquarters</li> <li>▪ Hire ICT manager</li> <li>▪ Set up infrastructure</li> <li>▪ Train all officers on IT</li> <li>▪ Acquire modern communication equipment</li> <li>▪ Review and implement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Networked service</li> </ul>		<p>CP PS(OP)</p> <p>PS(FIN) DPM CCO</p>	<p>Jan 2004 - Dec, 2005</p>	<p><b>1,502.5</b></p>
	<p>2) Improve transportation systems</p>	<ul style="list-style-type: none"> <li>▪ Carry out assessment of entire transport system</li> <li>▪ Upgrade the office of Chief Transport Officer</li> <li>▪ Rationalize vehicle models for use in the service</li> <li>▪ Procure appropriate transport equipment</li> <li>▪ Dispose off unserviceable equipment and vehicles</li> <li>▪ Revise and rehabilitate Police filling stations</li> <li>▪ Train handlers of transport equipment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assessment Report</li> </ul>		<p>CTO</p> <p>AS</p> <p>CP/AS/CTO</p> <p>AS/CTO</p> <p>PPO / CCO</p> <p>CTO</p> <p>AS</p> <p>CP/CTO</p> <p>AS/CTO</p>	<p>Jan- Dec 2004</p> <p>(Cont.)</p>	<p><b>3,295.77</b></p>

		<ul style="list-style-type: none"> <li>▪ Establish internal controls in the use vehicles, e.g. vehicle tracking system</li> <li>▪ Assign vehicles to senior officers with authority and accountability</li> <li>• Streamline and revamp servicing of vehicles and purchase of spare parts at Provincial Police offices</li> <li>• Recruit mechanics from NYS</li> </ul>					
	3) Establish a Research & Development system	<ul style="list-style-type: none"> <li>▪ Conduct need assessment for Research and Development</li> <li>▪ Operationalize the National Crime Research Act of 1997 and house it at the CID Training School</li> <li>▪ Allocate special funding for Research and Development</li> <li>▪ Establish a R&amp;D unit at the Headquarter</li> <li>▪ Recruit and train the staff for the unit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assessment report</li> </ul>		CP AG PS (OP) PS(HA) PS(FIN) SDCP 1  -do-  -do-	Jan-Dec 2004	<b>4.15</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
	4) Facilitate acquisition and rehabilitation of suitable police office, cells and residential accommodation	<ul style="list-style-type: none"> <li>▪ Revive and set up Police Housing and development committee and revise its mandate</li> <li>▪ Assess the office, cells and residential accommodation needs</li> <li>▪ Rationalize the space available</li> <li>▪ Take stock, take over, and rehabilitate all police housing projects</li> <li>▪ Complete all stalled housing projects</li> <li>▪ Allocate appropriate housing accommodation to all officers</li> <li>▪ Purchase 5000 residential units</li> <li>▪ Provide house allowances to enable officers live with their families</li> <li>▪ Upgrade the cells</li> <li>▪ Increase the number of police stations</li> <li>▪ Move out some departments from the headquarters, e.g. Criminal records office</li> <li>▪ Allocate funds and initiate the construction of the new Police Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assessment report</li> </ul>		<p>Senior DCP1 CP/AS</p> <p>-do-</p> <p>CP</p> <p>-do-</p> <p>CP PS(OP) PS(FIN)</p>	<p>Jan - Dec 2004</p> <p>(Cont.)</p> <p>Jan. 2004</p> <p>(Cont.)</p>	<b>15,701.1</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
	5) Improve infrastructure and capacities of Provincial Training Institutions, Kenya Police School of Management and Police Academy	<ul style="list-style-type: none"> <li>▪ Allocate funds for expansion and construction of Kenya police college</li> <li>▪ Expand and rehabilitate the Kenya police college</li> <li>▪ Allocate funds for rehabilitation and expansion of PTCs, CID training school and the Traffic Training school</li> <li>▪ Allocate funds for construction of Kenya Police School of management and Police Academy</li> </ul>			CP PS(OP) PS(FIN)	Jan 2004 - Dec 2006  (Cont.)	<b>650.2</b>

**TABLE 4.4: TO BUILDING A POSITIVE IMAGE**

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET
<p><b>OBJECTIVE 4</b> To build a positive image</p>	<p>1) Develop and implement a public education programme to build trust between the police service and the public</p>	<ul style="list-style-type: none"> <li>▪ Conduct Public Barazas, Media interviews etc</li> <li>▪ Develop a police website</li> <li>▪ Hold open days</li> <li>▪ Institutionalise the office of Police spokesman</li> <li>▪ Prepare documentaries on Police activities</li> <li>▪ Exhibit Police services at trade fairs and shows</li> <li>▪ Educate officers on Customer Care and Public Relations</li> <li>▪ Introduce education programs to school and colleges</li> <li>▪ Train PR officers</li> <li>▪ Release crime information regularly</li> <li>▪ Share police plan and annual report</li> <li>▪ Carry out TNA</li> <li>▪ Develop capacity for training</li> <li>▪ Transform the Complaints office to Customer Care and strengthen it</li> </ul>		<ul style="list-style-type: none"> <li>• Crime Bulletins</li> <li>• Website</li> </ul>	<p>CP Stakeholders</p> <p>PPO</p> <p>OCPD</p> <p>DCS</p> <p>PRO</p> <p>Formation commanders</p> <p>DOP/T</p>	<p>Jan - Dec 2004</p> <p>(cont.)</p>	<p><b>31.5</b></p>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET
	2) Introduce monitoring and evaluation mechanisms to track image regularly	<ul style="list-style-type: none"> <li>Set up section within Research and Development section</li> </ul>			CP	Jan - Dec 2004	<b>0</b>
	3) Review and revise obsolete existing laws, regulations and procedures.	<ul style="list-style-type: none"> <li>Set up legal office at police HQ</li> <li>Assess all the laws procedures and regulation in the police service</li> <li>Revise procedures and regulations identified as impending service delivery</li> <li>Repeal obsolete regulations processes</li> <li>Recommend for removal of obsolete laws</li> </ul>			CP AG  Senior DC P1 Stakeholders	Jan - Dec 2004	<b>1.5</b>
	4) Change the name from KPF to KPS	<ul style="list-style-type: none"> <li>Undertake public campaign on new focus</li> <li>Assess the appropriateness of present colors, symbols, uniforms etc</li> <li>Undertake internal campaign about the change</li> <li>Set and publicize personal presentation standards</li> <li>Amend the police Act to allow Change of name from force to service</li> <li>Form local collaborative Boards to carry out inspections</li> </ul>		<ul style="list-style-type: none"> <li>New act</li> </ul>	CP  PRO  AG Stakeholders	Jan – Dec 2004	<b>11.8</b>

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET <b>Kshs. Million</b>
	5) Eradicate Corruption and other vice in the service	<ul style="list-style-type: none"> <li>▪ Carry of surveys to identify corruption prone areas</li> <li>▪ Assess all process and procedures</li> <li>▪ Educate all officers and stake holders on human rights and virtues of a corruption free society</li> <li>▪ Carry out Zero tolerance campaigns</li> <li>▪ Carry out regular book and manpower audit</li> <li>▪ Discard processes and procedures creating pockets for corruption</li> <li>▪ Operationalize Crime Prevention Committee</li> <li>▪ Publicize identified corrupt acts and perpetrators</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced corrupt practices</li> </ul>			Jan 2004 (Cont.)	<b>22.2</b>

#### 4.5: TO STRENGTHEN THE INSTITUTIONAL FRAMEWORK

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPONSIBILITY	TIME	BUDGET
<b>OBJECTIVE 5</b> Strengthen the Institutional Framework	1. Make the Inspector General an Accounting Officer	<ul style="list-style-type: none"> <li>▪ Procure goods and services for police operations</li> <li>• Purchase vehicles to meet Police specific needs</li> <li>• Operationalize a full accounting system</li> </ul>			CP PS (Fin)  PS (OP)	Jan – Dec 2004	<b>0</b>
	2. Enhance Human Resource and Organization Development	<ul style="list-style-type: none"> <li>• Design and Develop a working organization system</li> <li>• Develop and implement appropriate scheme of service</li> <li>• Carry out jobs analysis</li> </ul>					

#### 4.6: TO IMPROVE DISASTER MANAGEMENT OPERATIONS

OBJECTIVE	STRATEGIES	ACTIVITIES	OUTPUTS	MEANS OF VERIFICATION	RESPOSIBILITY	TIME	BUDGET
<b>OBJECTIVE 6</b> To improve disaster Management Operations	1. Enhance disaster preparedness	<ul style="list-style-type: none"> <li>▪ Identify areas prone to disaster</li> <li>▪ Train communities in disaster prone areas</li> <li>▪ Train officers on disaster management</li> <li>▪ Network with other agencies dealing with disaster</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced disaster preparedness</li> </ul>	<ul style="list-style-type: none"> <li>• Training days</li> <li>• Networks established</li> </ul>	CP Stakeholders	Jan 2004 (Cont.)	<b>5.5</b>