



INAUGURAL PERFORMANCE REPORT

(JUNE TO DECEMBER 2012)

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Guarding Public Interest

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List of Abbreviations and Acronyms

AG	- Attorney General
APS	- Administration Police Service
CAJ	- Commission on Administrative Justice
CIC	- Commission for the Implementation of the Constitution
CSOs	- Civil Society Organizations
DCI	- Directorate/Director of Criminal Investigations
DCIOs	- District Criminal Investigation Officers
DPP	- Directorate/Director of Public Prosecution
EACC	- Ethics and Anti-Corruption Commission
IAU	- Internal Affairs Unit
ICT	-Information Communication Technology
IPOA	- Independent Policing Oversight Authority
JSC	- Judicial service Commission
KICC	- Kenyatta International Conference Centre
KLRC	- Kenya Law Reform Commission
KNCHR	- Kenya National Commission on Human Rights
KNDR	- Kenya National Dialogue and Reconciliation
KPS	- Kenya Police Service
MTEF	- Medium Term Expenditure Framework
NCAJ	- National Council on Administrative Justice
NCGE	- National Commission on Gender and Equality
NPS	- National Police Service
NPSC	- National Police Service Commission
OCS	- Officer Commanding Station
ODM	- Orange Democratic Movement
OP	- Office of the President
OPM	- Office of the Prime Minister
PCIOs	- Provincial Criminal Investigation Officers
PEV	- Post-Election Violence
PNU	- Party of National Unity
PPOs	- Provincial Police Officers
PRIC	- Police Reforms Implementation Committee

Remarks by the Chairperson

The Independent Policing Oversight Authority (IPOA) Act No. 35 of 2011 was enacted on 18th November 2011 to provide for civilian oversight of the work of the Police. According to Section 5 of the Act, the main objectives of the Authority are to hold the Police accountable to the public in the performance of their functions, give effect to the provision of Article 244 of the Constitution that the Police shall strive for professionalism and discipline and shall promote and practise transparency and accountability and to ensure independent oversight of the handling of complaints by the Service.

The Chairman and Board Members were gazetted under Gazette Notice No. 6938 and Gazette Notice No. 6939 respectively, dated 22nd May, 2012 and sworn in by the Chief Justice on 4th June, 2012.

Section 30 of the IPOA Act requires the Authority to submit to the Cabinet Secretary a Performance Report once in every six months. This is the inaugural report that covers the period 4th June to 31st December 2012.

Upon appointment, the Board embarked on operationalisation of the Authority and prioritised the following as necessary for laying a strong foundation for IPOA:

- **Development of an internal policy framework.** General policies outlining how the Authority would deal with stakeholders such as the media, civil society organisations, independent commissions and other partners were developed. This included defining a common position on the interpretation of the mandate, coining the vision, mission and core values of IPOA, formulation of other governing principles like the Board Code of Conduct. In addition the Board has formulated outlines of various policies that will guide the work of committees set up under section 18(1) the Act. These are the Investigations and Legal, Communications and Outreach, Risk and Audit, Inspections, Monitoring and Research, Human Resource and Compensation and Finance and Administration subcommittees
- **Development of an ICT Strategy (2013-2018).** A comprehensive ICT Strategy was drafted and approved by the Board.
- **Formulating IPOA Regulations.** Regulations were drafted to conform with Section 39 of the Act. They are in draft form and await validation by stakeholders before gazettelement. These regulations will lay down the procedures for the actual implementation of the Authority's mandate, including investigations, inspections, audit, review and monitoring of Internal Affairs Unit among others functions of the Authority.

- **Training of Board Members.** Since the Members come from varied disciplines, training on corporate governance, policing and human rights, police accountability, dealing with the media and security related issues were undertaken so that as a team they are able to govern the Authority (Section 8 (1) of the Act) effectively.
- **Sourcing and acquiring office space.** The Board considered that on the basis of the mandate and Section 6 (i) of the Act, it is essential for the Authority to be housed in a place that is easily accessible and welcoming to complainants while providing them with adequate security. The offices have been identified and hopefully should be ready for occupation by end of March 2013.
- **Recruitment of professionally qualified staff.** At the time of writing this Report public sourcing and short-listing for the first five investigators' positions had been concluded with a view of interviewing in January 2013. It is expected that a professional, reputable and competitively recruited agency will be contracted to recruit senior personnel.
- **Collaboration with development partners.** While acknowledging that it is the Government's responsibility to finance operations of the Authority, the Board recognises that available resources are constrained. Appreciably, UNODC and other development partners have extended support to IPOA especially in the area of capacity building.

After the swearing in, the Board moved expeditiously to prepare its budget to fund basic requirements so as to meet the deadline of 30th June 2012 for the 2012/13 Financial Year. In accordance with Section 4 (5) of the Act the budget was presented to the Parliamentary Committee on National Security and Administration. However, it was not possible to include the budget proposal in the main estimates since the budgeting process had already been concluded.

In addition, the Board actively engaged on strategic political issues concerning police reforms, as it became evident that unless the other institutions that form the new architecture in police reforms were in place as outlined in the Constitution, the dream of the Kenyan people of a professional and accountable police service would not be realised soon enough.

Using the powers defined in Section 31 of the Act, the Board engaged with the Executive and Legislature in a) the publication and operationalisation of the National Police Service (NPS) Act of 2011; b) the establishment of the National Police Service Commission (NPSC) through nomination, approval and eventual appointment of Commissioners; and c), the recruitment of the Inspector-General of Police. The Board's intervention proved to be effective and achieved the intended results.

It is worth noting that the Board has been able to operate with the assistance of

several seconded staff from various Ministries, Departments and Agencies (MDAs) of the Government of Kenya. The staff have provided support in management of the Secretariat, finance and accounting, procurement and human resources.

During the period under review, the Board faced challenges that impacted on its ability to deliver on its mandate as fast as it would have preferred. Granted that the Board was setting up the institution from scratch, there was need to build internal capacity first while at the same time addressing strategic issues. Compounded with this are the following;

- **Support from police leadership.** Although the police (mainly Administration Police) organised a number of gatherings to inform middle cadre and other staff about the new complaints procedures and the establishment of the Internal Affairs Unit, there was no visible concerted or comprehensive effort to educate all police officers on the new arrangements and obligations under the Constitution of Kenya (2010) and National Police Service Act. The Board therefore decided to delay more strategic long-term engagement with the police until the time the Inspector General is appointed.
- **Lack of investigative staff.** The advertisements for five initial positions were done in November 2012. The net result has been that the Authority has been unable to pick up cases as per its mandate. Indeed, though there were numerous cases that called for investigation, the Board has only been able to pick up a few, and has been able to conclude one as we release this report.
- **Engagement with the public.** Notwithstanding inadequate funding, the Board has commenced engaging the public and initiated public awareness activities in order to build its reputation and inform people of its mandate. This has been through media interviews both print and electronic as well as one-on-one meetings. Direct public outreach involving communities will be accelerated in the coming months.
- **Due to lack of sufficient internal capacity,** the Authority has not managed to engage the Civil Society on a large scale and in a structured manner. However, this will be a key focus in the subsequent reporting cycle. The mandate of the Authority requires CSO support, while at the same time providing continuous accountability.
- **Lengthy government procurement procedures.** The Authority could not procure offices, infrastructure and other support services due to lack of sufficient personnel to constitute a tender committee. The Board is however grateful to the Commission on Administrative Justice under the chairmanship of Mr Otiende Amollo who facilitated initial procurement through CAJ's tender committee.

- **Securing seconded staff from the government.** It took time to secure seconded staff from government ministries and departments, which delayed implementation of activities during the first six months.

The above challenges are not peculiar to IPOA as similar organisations around the world have gone through the same experience. These challenges were identified in a report titled *Establishing Independent Policing Oversight in Kenya: Challenges and Opportunities*, launched during a conference held in Nairobi, between 16th and 17th April 2012.¹ Other institutions have overcome these challenges, and so will IPOA.

During the period under review, Kenyans have continued to clamour for a reformed National Police Service, and in the eventful year ahead, 2013, IPOA will play its role to provide for civilian oversight to the work of police. The Board is optimistic that the Authority will receive support from all stakeholders as it rolls out its services as outlined in Section 6 of the Act.

Wishing all Kenyans a prosperous 2013.

Macharia Njeru
Chairperson
Independent Policing Oversight Authority

¹ The conference sponsored by the United Nations Office on Drugs and Crime (UNODC) and held at the Hilton Hotel. Some of the participants included senior members of the National Police Service, senior officers in various ministries, department and agencies, including constitutional commissions and independent offices.

Background to the formation of IPOA

Since the reintroduction of multi-party politics in 1992, elections in Kenya have been marred by brutal violence. However, what is known as the 2007/2008 Post-Election Violence (PEV) was of such magnitude that Kenyans, and the international community, feared for the country's future stability.

Representatives of the international community together with the Kenyan protagonists (at that time the Orange Democratic Movement (ODM) and Party of National Unity (PNU), under the Kenya National Dialogue and Reconciliation (KNDR), convinced the two principals to sign the National Peace Accord (the Accord). This laid down the framework for the future cooperation of a coalition government, immediate action to stop the violence and address both immediate humanitarian crisis and the more long standing political issues. The latter, or Agenda item 4 of the Accord addresses "long term issues and solutions" including "constitutional, legal and institutional reform".² It is under this Agenda item 4 that police reforms have been addressed.

Various reports on the volatile political situation followed the signing of the Accord and these reports invariably made mention of the importance of reforming the police for the stability of the country. The reports emanating from the Commission of Inquiry on Post-Election Violence (Waki Commission), and the National Taskforce on Police Reform (Ransley Taskforce) were instrumental in calling for the immediate establishment of a police oversight mechanism.

Subsequent reports by the UN Special Rapporteur on extrajudicial, arbitrary or summary executions (at that time Phillip Alston) in 2009 buttressed this position. As the Ransley Taskforce noted "the inclusion of Police Reform under Agenda 4 stemmed from a strong feeling that the level of PEV and the destruction would have been minimized had the police responded in a professional non-partisan manner".³

Without doubt, policing in Kenya has for many years been characterised by excessive use of force, extra-judicial executions, torture, corruption, low efficiency and limited effectiveness. Consequently, there is a lack of public confidence and limited willingness amongst the general public to report or otherwise provide them with information. Due to systematic underfunding and regular interference by politicians, the executive, the business elite among other parties with vested interests, the police have also been unable to develop into a service that meets the professional standards of the 21st Century. The practice of impunity in the country is what the Constitution of Kenya (2010) seeks to put an end.

In a move to address police impunity, in September 2008, the Government, through Gazette 8144, established a lame-duck Police Oversight Board, which the Waki Commission Report strongly objected to. The Board was appointed solely by the

² Visit www.dialoguekenya.org accessed December 16, 2012

³ See the National Task force on Police Reform, Government Printer.

President, was perceived as not independent and therefore could not deliver. Further, it was inadequately funded and was answerable to the Internal Security ministry. As a result, it was still born.

On account of the above, there were repeated calls for the establishment of IPOA, to ensure civilian oversight of the work of the police. IPOA seeks to help improve the professionalism of the police and thus, re-establish public confidence. At the same time it forms an effective and legitimate oversight body. There is need for IPOA to implement and follow through the salient recommendations contained in the report of the Police Reforms Implementation Committee (PRIC) that was formed to actualise the recommendations made by the Ransley Taskforce.

Following these developments and the eventual Presidential assent on November 18th 2011 to the IPOA Bill, the Authority was established by the legislation. A Selection Panel was constituted to recruit Board Members of the Authority through a transparent process. The Panel was drawn from the Office of the President (OP), Office of the Prime Minister (OPM), Kenya National Commission on Human Rights (KNCHR), Judicial Service Commission (JSC), Ethics and Anti-Corruption Commission (EACC) and the National Commission on Gender and Equality (NCGE).

An extensive process of advertising, shortlisting, interviewing and vetting the candidates was carried out between November 2011 and May 2012 when the President formally appointed the Chairman and Board Members vide Gazette Notices of May 22, 2012 (6938 for Chairperson and 6939 for Members). The eight Board Members were appointed for a term of six years.

They are: Macharia Njeru (Chairperson), Jedidah Ntoyai (elected Vice-Chairperson), Grace Madoka, Rose Bala, Fatuma Saman, Vincent Kiptoo, Njeri Onyango and Tom Kagwe. The Chief Justice swore them into office on 4th June 2012. They appear in the Photo 1 below.



Board Members during the corporate governance training (Source, IPOA: October 2012)

Standing from left to right: Tom Kagwe, Grace Madoka, Njeri Onyango, Rose Bala and Vincent Kiptoo

Seated from left to right: Vice-Chairperson Jedidah Ntoyai, Chairperson Macharia Njeru and Fatuma Saman

Introduction to the Report

IPOA has three main objectives, as provided for in Section 5 of the Act. These are:

- a) To hold the Police accountable to the public in the performance of their functions;
- b) To give effect to the provision of Article 244 of the Constitution that the Police shall strive for professionalism and discipline and shall promote and practice transparency and accountability; and
- c) To ensure independent oversight in the handling of complaints by the National Police Service.

The Board governs the Authority and is accountable for its performance. It is expected to formulate strategic direction and policy that will drive the institution towards fulfilling its mandate provided for in Section 6 of the Act. The authority of the Board is derived from, among others, Section 8 and Section 18 of the Act. With this in mind and following the IPOA Board Retreat held in July 2012, the guiding organisational principles and values were developed as follows:

Vision: *A robust civilian accountability mechanism that promotes public trust and confidence in the National Police Service.*

Mission: *To conduct impartial and independent investigations, inspections, audits and monitoring of the National Police Service to prevent impunity and enhance professionalism in the interest of the public.⁴*

The two are not mere statements but indeed summarise the strategic direction of the Authority, which is also encapsulated in the following values:

- *Transparency*
- *Accountability*
- *Integrity*
- *Fairness*
- *Compassion*
- *Diversity*
- *Professionalism*
- *Innovativeness*

The slogan of IPOA is: *Guarding Public Interest.*

In the performance of its functions and under Section 30 of the Act, the Authority is required to submit to "the Cabinet Secretary, at least once in every six months, a report of the performance of the functions of the Authority, making such recommendations as it may consider necessary, and the Cabinet Secretary shall, within 14 days after receiving such report, cause it to be publicised and laid before

⁴ The Report of the Board Retreat is available at IPOA.

the National Assembly, or if the National Assembly is not then in session, on the day that the National Assembly resumes its sittings.”⁵

This is the first Performance Report, which the IPOA Board submits to the Permanent Secretary in the Ministry of State for Internal Security and Provincial Administration, the Kenyan public, and also to the Tenth National Assembly, which prorogued in January 2013. Thus, the 11th Parliament shall consider and deliberate this Report.

In accordance with the Act, a copy of this Report will also be forwarded to the Inspector-General of the NPS. The Report shall also be shared with the NPSC and the County Assemblies, once elected in the 2013 general elections. Similarly, IPOA shall publicise the Report, at least in summary form, in various electronic, print and digital media as is considered appropriate.

IPOA Board Committees

In conformity with the Act, Section 18, the IPOA Board established six Board Committees for the further carrying out of its mandate effectively. The Committees are:

- a) Investigations and Legal;
- b) Inspections, Monitoring and Research;
- c) Communications and Outreach;
- d) Risk and Audit;
- e) Human Resources and Compensation
- f) Finance and Administration.

In the absence of a fully functional management team, the committees have undertaken strategic, policy and operational roles pending the recruitment of the Authority’s staff.

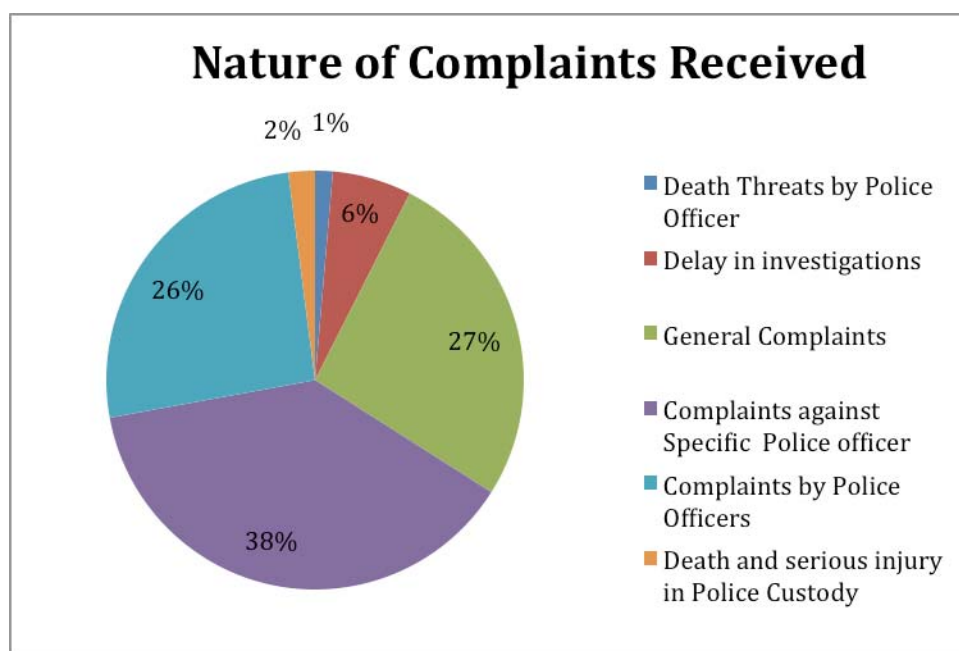
⁵ See Section 30(1) of the IPOA Act, Government Printers.

Main Report

Complaints and Investigations

According to the Act, IPOA can receive complaints from members of the public, members of the NPS, and also can act on self-motion to investigate any matter that falls under its mandate. During the period under review, the Authority received 148 complaints. Each of these were acknowledged and analysed. A majority of the complaints required further investigations before a conclusive position could be taken. Figure 1 below summarizes the nature/types of complaints received.

Figure 1: Nature of Complaints Received



(Source: IPOA Data, 2012)

Complaints by police officers against their seniors comprised 26 per cent of complaints received by the Authority. The complaints were mainly on alleged punitive transfers and irregular dismissals. The bulk of complaints were by civilians at 38 per cent, and related to actions or inactions by specific high ranking officers, such as Provincial Police Officers (PPOs), Provincial Criminal Investigation Officers (PCIOs), District Criminal Investigation Officers (DCIOs), Officers Commanding Station (OCS) and also heads of various departments at the police headquarters. 27 per cent of complaints received were on

general police or station conduct. Six per cent of the complaints were on delayed investigations.

Investigations

The Authority is in the process of developing its investigative capacity. This involves hiring investigators, procuring facilities and establishing a suitable organisational structure. Nevertheless, the Authority has already carried out preliminary investigations into some allegations received. With assistance from UNODC the Authority recruited an investigations consultant of international repute who is assisting the Board in developing the necessary investigative framework and capacity. The Authority also began the process of recruiting the first batch of criminal investigators and investigators on human rights violations. This process is due to be concluded shortly.

In the period under review, IPOA was invited to participate in task forces formed by the DPP to review investigations into the death of Sheikh Abuod Rogo in August 2012 and consequent clashes in Mombasa County, the death of Alexander Monson, which occurred in May 2012, and probable extra-judicial execution of Erastus Chemworei which occurred in 2010. However, the Board did not meaningfully participate in the investigations due to lack of internal investigative capacity and also had no control over the entire investigation processes. The Authority also commenced investigations into the unfortunate killing of 42 police officers in Baragoi, Samburu county.

Inspections of Police Premises

Under this mandate, the Authority's objectives are:

- a) To conduct inspection of police premises to ensure that detention facilities meet national and international standards to ensure the rights of detainees are protected and to improve working and living conditions of the National Police Service;
- b) To establish the current status, trends and patterns of policing to inform IPOA operations;
- c) To ensure policing operations are carried out professionally, in a manner that is transparent and not in violation of human rights.

In the period under review, the Authority managed to undertake familiarisation visits to selected police premises and administration camps to get a general picture of the situation on the ground. The following police stations and premises were visited: Buruburu, Kamukunji, Kabete, and Kileleshwa. Further, visits were made to the Mugenda, Embakasi, Karen and Riruta Administration Police camps and premises.

From these visits, some of the observations made were that there is need for adequate office space, there is either inadequate or no transportation in most stations, the motor vehicles yard in the stations is an eye sore as the many exhibits give the picture of a junk yard, and there were no strong rooms for armoury in all AP camps visited. In one of the

stations the armoury was exposed and in another it was next to the holding cells for suspects which makes it vulnerable.

Additionally, the Authority found that some of the housing premises had inadequate water supply among other basic facilities.

Most of the officers within the Kenya Police are not familiar with the changes in the National Police Service unlike their Administration Police counterparts who seemed well informed. Generally, there is urgent need to create awareness on reforms among all police officers. The NPSC needs to urgently carry out a needs assessment as regards welfare matters of the police while the Inspector General should undertake a structured reforms awareness programme within the NPS.

Finally, the committee felt that there is still need to conduct more familiarisation visits in different counties since the security dynamics are diverse.

In the next six months, the Authority intends to accomplish the following: familiarization visits of counties, developing a monitoring guide to inform inspections, training of members and staff on inspections and monitoring police operations, carrying out benchmarking visits in countries where civilian police oversight or audit is functioning, identifying and classifying police operations that affect the public and recruitment of senior staff in charge of inspections and monitoring of police operations that affect the public.

Communications and Outreach

Under this theme, the Authority's objectives are to;

- a) Enhance accessibility and public participation in IPOA activities,
- b) Ensure that there is sufficient and correct media exposure of IPOA's mandate, and
- c) Enhance support for police reforms by building an institutional relationship that maintains the confidence of the police in complaints handling while improving accountability mechanisms
- d) Undertake public outreach and stakeholder engagement initiatives

To meet these objectives, the Authority will develop a communication's strategy policy and a devolution and outreach policy, conduct public participation forums for awareness creation on IPOA's mandate, including policing standards, develop criteria for determining public interest and historic cases and regularly review the effectiveness of IPOA through national surveys.

During the period in review, the Authority recorded the following achievements:

- a) **Engagement with the media.** Several meetings with the main media houses took place to educate them on the mandate of the Authority and the Board's work plan. The Authority's press releases on various issues of national importance were published,

including concerns on the delay of the establishment of the NPSC and the appointment of the Inspector General and the two Deputies. As the spokesperson of the Authority, the Chairman is regularly invited by the print media, TV and radio to present the Board's view on topical matters relating to policing.

b) **Collaboration with the key stakeholders and partners.** The Board held meetings with the former Commissioner of Police (Matthew Iteere) and the former Commandant of the Administration Police (Kinuthia Mbugua). The Authority took part in workshops in Mombasa and Nairobi where senior officers were receiving training on the Internal Affairs Unit and how it would relate to IPOA. The Board has also held successful meetings with development partners who have supported IPOA in various ways. This support comprises recruitment of consultants with expertise in police reforms, human resources, investigations and communications and support for a baseline survey on policing standards and gaps. Other meetings were held with the Director of Public Prosecutions (DPP) and the Commission on Administrative Justice.

c) **Development of ICT Strategy (2013-2018)** The Board has identified the role of ICT as pivotal to the successful achievement of IPOA's operational mandate. Therefore with donor support an ICT Strategy, with accompanying budget, has been developed. This document includes the IPOA ICT vision, the establishment of a lean ICT governance structure and the conceptualisation of the strategic pillars as its foundation. This document will be continuously revised to reflect new ideas and new requirements in support of IPOA's goals in meeting its mandate.

Finally, the Authority has three main ongoing activities: Firstly, a baseline study that will measure the level and quality of policing services offered in Kenya. This will support IPOA carry out its work based on empirical evidence in order to ultimately promote public trust and confidence in the NPS. The research is expected to take place in the first quarter of 2013.

Secondly, the Authority has contacted the Kenya Law Reform Commission (KLRC) with a view of making suggested corrections in the IPOA Act as well as fine-tuning the regulations. The amendments to the Act will be forwarded to the Attorney General for onward transmission to the 11th Parliament.

Thirdly, IPOA seeks to be a member of the National Council on Administrative Justice (NCAJ) and has contacted the Chief Justice who referred the matter to the AG for amendment, but has nonetheless agreed to invite IPOA for future meetings as the formal inclusion is carried out.

Risk and Audit

The exposure to risk for the Authority and its staff is enormous. The Board in fulfilling its governance and oversight responsibilities, identified risks in areas of accounting, finance, risk management, internal control of processes and audit of its financial statements as areas of interest.

To lay the foundation for risk management, the Authority has developed the following draft policies:

- a) Security and safety,
- b) Ethics and compliance, and
- c) Risk management

The institutional risk management framework will also integrate other risk mitigating actions, such as performance contracts monitoring, external and internal audit, insurance, service charters, business continuity, financial statements, contract management standards, performance and annual reports in accordance with the Act and other reports to development partners and key stakeholders.

IPOA is focused on ensuring the above draft policies are adopted and implemented in the next six months upon the coming onboard of the management. Of necessity, the Authority will seek professional services for review and finalisation of the policies. In addition, an assessment will be undertaken on good practices in other organisations with regard to measures that have been put in place for security and safety, risk management and ethics and compliance. Further, the Board and staff (seconded and incoming) shall be trained on the policies. Finally, mechanisms to monitor and evaluate implementation of the policies will be put in place.

Human Resources

The intention of the Authority is to recruit and retain highly skilled, professional and motivated staff of high integrity who will reflect the face of Kenya and enable IPOA achieve its mandate. To achieve this objective, the Authority will:

- a) Recruit its employees competitively, through an open and transparent process and where necessary the Authority may use the services of head hunting agencies to identify the best candidates;
- b) Emphasis will be given to hiring fresh graduates and train them appropriately;
- c) The Board will strive to allocate adequate resources for staff training and development;
- d) The Board will ensure a Code of Conduct for members of staff is developed;
- e) The Board may hire former police officers but will have to vet them to ensure they were not involved in violation of human rights before and will be required to sign an affidavit of good conduct;
- f) All staff will be hired on such terms and conditions of service that shall be approved by the Board and the Salaries and Remuneration Commission
- g) The Authority may recruit employees on short-term basis such as consultants who have particular skills required to deal with a heavy workload.

Some of the key results in the reporting period include: a comprehensive human resources manual, which shall be refined, adopted and rolled-out in the next six months; recruitment of a human resources consultant for the Authority; advertising and future

recruitment of the first batch of staff for the Authority in January 2013; and also, development of various human resources instruments. An undertaking in the first six months was to train Board Members in various relevant fields, particularly human rights, policing and police reforms, corporate communications, corporate governance and other related training.

Finally, in an effort to develop a salary structure for the organisation, the Authority did benchmark with similar government independent agencies. The human resources consultant is undertaking this activity, alongside that of benchmarking job descriptions with other peer organisations in the public sector. The process of contracting a recruitment agency through tendering is ongoing. An organogram for senior positions has already been developed.

Finance and Administration

The Authority shall strive to ensure that adequate financial resources are applied efficiently to carry out all aspects of IPOA's mandate throughout the country.

In the period under review, the Authority managed to:

- a) Prepare the 2012/13 Financial Year Budget and present the same to the Departmental Committee on National Security and Administration in June 2012. However, the proposed budget was not included in the main estimates, as the budgeting process had already been concluded.
- b) Prepare a financial and procurement plan for the initial seed funds given to the Authority;
- c) Make presentations and secure more funds for IPOA in 2013/14 Financial Year during the justice sector Medium Term Expenditure Framework (MTEF) meeting held in August 2012;
- d) Draft *Financial and Procurement Guidelines*, which were adopted by the Board in October 2012, to guide the Authority's financial and procurement transactions;
- e) Make presentations for IPOA's financial requirements for more budgetary support from the Treasury.

Recommendations of the Authority

In the last six months, the main recommendations of the Authority through the Board, span across four main areas:

1. Operationalisation of the NPS Act, which until IPOA Board was sworn in was in limbo
2. The nomination, approval and appointment of the NPSC;
3. The appointments of the IG and the deputies;
4. Advocating for improvement of policing and attending to complaints that were referred to the Authority.

The recommendations were made either directly to the top leadership of the police,

the line Ministry, the Head of Public Service, the Permanent Secretary in the Prime Minister's Office and through the media. The first two recommendations were implemented while the latter two are on- going.

Actions Taken

IPOA has made headway in its attempts to accelerate police reforms. Various agencies, ministries and departments have respected its recommendations. Unfortunately in dealing with complaints against the police, IPOA has not received support from the NPS but with the change of the guard in the top leadership the Board believes there will be demonstrable respect for its mandate. Nonetheless, IPOA has worked closely with some senior officers from the APS and KPS in training them on IPOA's mandate. With full operationalisation of IPOA it should become easier to enforce recommendations.

Conclusion

Establishing IPOA is an important step in restoring public trust and confidence in the NPS. With the above outlined initiatives, the Board has laid down a strong framework for the Authority. In the next six months, the Board will oversee implementation of these policies, through undertaking investigations, inspections, and carrying out its auditing and monitoring functions. Indeed, in the next half year the Authority intends to be more visible and will be directly involved in holding police to account for their actions and inactions as per the law.

With regards to the challenges experienced during the first six months of establishment, the Authority has taken measures to resolve many of them by building internal capacity and engaging with other State organs and partners to improve budgetary allocations to enable it undertake its work more effectively.