

Kenya Police in collaboration with Kenya Human Rights
Commission and the Common Wealth Human Rights
Initiative

REPORT

National Stakeholders Workshop: Validation of Police strategic Plan

(Kenya School of Monitory studies , Nairobi – March 25 and 26, 2004).

INTRODUCTION AND BACKGROUND

As part of the ongoing reforms in Kenya, the Kenya Police Force has developed a Strategic plan for Police Reforms in Kenya. This five year draft plan is expected to inform and guide far-reaching institutional reforms within the force. The objective of the reforms is to transform the Kenya Police from a "Force" to a "Service"

Objectives of the Validation Workshop:

- Familiarize participants with the contents of the plan – ideally should have read the plan before the meeting. Consultant to take them through the salient features;
- Identify gaps within the plan and in particular, the workshop should ensure as far as possible that the plan is looked at both holistically (is it coherent?, does the whole plan make logical sense?; is part one [the narrative] consistent with part two [the strategies]?; does the plan pay adequate attention to the end results [outcomes that are needed if the force is to democratize] as well as the process [strategies for change management, culture change, process by which the plan will be implemented and monitored?]; are the targets for the plan appropriately prioritized?; are the costing for the plan realistic?; what are the fundraising strategies?) as well as focusing on the specific outcomes (what are the activities under the outcomes? Are they justified? Are they appropriate? Are they realistic? Will the activities actually result in the desired outcome? What indicators will demonstrate that the outcome has been achieved?)
- Come up with concrete suggestions for a)improvement of the plan b) funding of the plan c) implementation and d) monitoring
- Clearly establish the committee/group/person within the a) police force b) OP c) donor community d) business community e) civil society who will be responsible for taking the decisions of the meeting forward to the extent that they have made commitments on various points or to the extent that it is their responsibility.

Day One 23rd march 2004

1.0 SESSION ONE

1.1 Introduction and Opening of the Workshop.

*Chair, Steve Ouma,
Deputy Executive Director, Kenya Human Rights Commission*

The opening session was preceded over by Hon. Dr. Chris Murungaru- Minister of State in the Office of the President. He underscored the governments' commitment to Police reforms and the role of security in economic development and growth. He further reiterated the urgent need to improve the partnership between the Police and the Public towards making a shift from a "Regime" police to a democratic police service in Kenya. Others who gave introductory remarks were; The Permanent Secretary in the Office of the President Mr. Dave Mwangi, Ms Alice Kagunda, the Senior Deputy Police Commissioner, and Ms Jennifer Miano the Executive Director of the Kenya Human Rights Commission. Mr. Mwangi highlighted the need to learn from other jurisdictions and underscored the efforts that the government was making to link the public and private sector towards supporting proactive policing in Kenya. Ms. Kagunda in her remarks pointed out at the important role that the Police regards for human rights friendly policing approach. She observed that the workshop should assist in building and customer friendly policing paradigm in Kenya. Ms. Miano in her remarks underscored the need for the police to be accountable to the Public and the law. She emphasized that effective policing must endeavour to build a positive public perception and respond to human rights violations by the officers. She recommend that the meeting explores and should give contribution for the establishment of civilian oversight body.

2.0 SESSION TWO

2.1 Overview of the Operations Plan.

Members were taken through the plan and highlights of the salient sections raised (See key observations).

3.0 SESSION THREE.

*Chair, Wambui Kimathi,
Commissioner, Kenya National Commission on Human Rights.*

3.1 The Framework for Auditing the Police Plan.

Ms. Michelle Kagari, Coordinator - East Africa, Commonwealth Human Rights Initiative, gave a presentation of the framework for democratic policing. She started by making reference to the UN general assembly resolution 34/169 – this is the resolution by which the code of conduct for law enforcement officials was adopted.

It set the standards for democratic policing.

The code of conduct includes the following precept:

"That, like all agencies of the criminal justice system, every law enforcement agency should be representative of and responsive and accountable to the community as a whole."

Drawing examples from other jurisdictions, she pointed out at the major tenets of democratic policing as:

- Accountability- This implies both to the processes – chains of command, complaint procedures, oversight mechanisms, courts of law, freedom of information among others – as well as the values – openness, responsiveness, responsibility, professionalism and adherence to the law.
- Responsiveness
- Participation

Mr. Justus kweya Okoko, Safer world gave a presentation on other initiatives that support Policing Work which should be considered within the framework of developing and auditing the police strategic plan .He underscored that the Government of Kenya is required to develop an efficient, effective, accountable and professional criminal justice system. The police – both Kenya Police and Administration Police – are 'gatekeepers' to that system. He underscored the fact that there are on-going initiatives aimed at establishing a competent professional police service which commands the confidence of the entire population. This is also a key issue in the wider Governance, Justice, Law and Order Reform agenda as well as the Kenya Economic Recovery Strategy for Wealth and Employment Creation 2003-2007. The initiatives that he flagged out for the meeting were as follows:

- Regional – Horn of Africa and Great Lakes Initiatives;
- National – National policy, institutional arrangements, legal frameworks and legal sector reforms;
- Local – research for isolated case studies, metropolitan police strategy and citywide strategy for security and safety.

Summary table for on-going initiatives

| Level of implementing initiative | Type of structure | Instruments, activity and output | Lead Agency and Supporters |
|----------------------------------|--|--|---|
| Regional | <ol style="list-style-type: none"> East Africa Police Chiefs Committee (EAPCCO) Nairobi Secretariat | <ol style="list-style-type: none"> EAPCCO Protocol – standard operating procedures to address problem of small arms and light weapons (SALW) Nairobi declaration on SALW | <p>Lead: Kenya Police</p> <p>Lead: Office of the President and Ministry of Foreign Affairs</p> <p>Supporters: Friends of Nairobi Declaration, Africa Peace Forum, SaferAfrica, Saferworld, and Security Research Information Centre</p> |
| National | <ol style="list-style-type: none"> National Focal Point on SALW National Steering Committee on Conflict Management and Peace building National Steering Committee on Community Policing Police Reform Task Force Rapid Response Initiative Legal Sector Reform Committee | <ol style="list-style-type: none"> <ol style="list-style-type: none"> Undertaken survey on the problem of illicit SALW Development of National Plan on Security for development Policy on Conflict Management and Community Safety <ol style="list-style-type: none"> Concept note on community policing and draft policy on community policing initiatives in Kenya Training curriculum on community policing Gender Curriculum Police Reform Agenda 100 days target for improved security Governance, Justice, Law and Order (GJLO) Framework | <p>Lead: Office of the President</p> <p>Supporters: DFID and Kenyan NGOs</p> <p>Lead: Office of the President</p> <p>Supporters: DFID, DFAIT, USAID, OXFAM, Saferworld and Kenyan NGOs</p> <p>Lead: Kenya Police (KP)</p> <p>Supporters: DFID, FIDA, Saferworld, Security Research and Information Centre (SRIC)</p> <p>Lead: OOP and Tourism</p> <p>Lead: Ministry of Justice and Constitutional Affairs</p> <p>Supporters: Donors in Nairobi</p> |
| Local | <ol style="list-style-type: none"> Legal Sector Reform Committee <ol style="list-style-type: none"> Safercities Programme Pilot Project on Community Policing | <ul style="list-style-type: none"> Citywide Strategy for Safety Pilot areas – Kibera, Isiolo, Kariobangi, Ziwani, Mathare, Ruai, Kangemi, Malindi | <p>Lead: Nairobi City Council and KP</p> <p>Supporters: UN Habitat and Civil Society Organisations (CSOs)</p> <p>Lead: Kenya Police and Kenyan CSOs</p> |

PLENARY COMMENTS ON THE STRATEGIC PLAN

- Police training should include more formal studies seeing that the police and more specifically prosecutors have to face lawyers and other professional in court who have undergone many years intensive training.
- There should be a table to reflect the business plan with a clear outline.
- The whole strategic plan is just about bashing the policeman whereas the dictating circumstances such as the political tem whereas the dictating circumstances such as the political temperatures and other external forces.
- This strategic plan should be looked at within the current ongoing constitutional and other reforms so as to reflect the new challenges that the police force is likely to face.
- The plan should be broken down into years with a comprehensive operational plan for the first one year.
- Data management component is lacking.
- There should have been strategies to rescue children and provision of child protection at the police station.
- In dealing with road accidents, prevention of the root cause is not highlighted.
- The functions of the Police Complaint Commission and the Oversight Board are not clearly laid down.

Day Two, 24th March 2004

Syndicate Groups.

On the second day, the participants were divided into working groups. This was based on the structure of the strategic plan. The reports of the groups were as follows:

| Group 1 | Mission, Vision, Mission statement, and Motto |
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| <p>1. Mission</p> <p>Start with words like service, in place of a force.</p> <p>2. Vision</p> <p>Better word than 'world class' hence propose 'best'.</p> <p>3. Mission statement</p> <p>The first three words should be there because it denotes the attitude so we decided to remove them and put them in the core value. Suggested:- 'To provide quality police service to all by upholding the rule of law through efficient utilization of resources and community partnerships for social, political and economic development of Kenya.</p> <p>4. Motto</p> <p>Police service should not be to only people but also including animals and environment.</p> <p>5. Motto</p> <ul style="list-style-type: none"> -Bring the commitment -The police service is committed to those values and added two more -To be gender sensitive, to respect the rights of our customers including animal and environment. Also added 'to keep pace with modern tech and best practices e.g. <u>lie detector tests</u>. <p>6. Mandate</p> <p>We have another police service as provided for in the constitution....the Administration Police. We make sure we do not confuse the customers in this strategy</p> | |

| GROUP 2 | OBJECTIVE ONE: TO PREVENT AND DETECT CRIME, MAINTAIN LAW AND ORDER, AND BRING OFFENDERS TO JUSTICE. |
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| <p>The general observation is that we need to specify responsibilities. Specify which stakeholders. Means of verification must have indicators of success. Time frame has to be realistic and put specific actions in a specific time. In budget we only have figures. It should be broken down to show how the figures were arrived at for justification.</p> <p>Strategies:- No 11 should be no. 1 – establish a national policing policy.</p> <p>No. 9 the specialized units are already there though some need serious refurbishing., one new one is a unit in tourism sector to deal with tourism sector. CID should be made an autonomous unit in the police department.</p> <p>No. 10 – Children and domestic matters. Should have a child protection unit within the police force, remove child abuse in no 10 and reword it to gender related violence.</p> <p>Crime and banditry – we are not looking at the airports as entry points for terrorists. A lot of criminal activities occur at the borders. The different units there should work together</p> <p>No. 14 – entry of arms – need to have a national plan of action and need to train the police in the areas small arms come through.</p> | |

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| Group 3 | OBJECTIVE TWO: TO IMPROVE THE HUMAN RESOURCE DEVELOPMENT |
| <ul style="list-style-type: none"> • to improve on human resource management: • improve on recruitment and training of police officers and the entire police force.. remuneration should be improved. • some of these strategies are activities not strategies. • retrain police officers in democratic policing. • review curriculum to include those items. • make use of all police population implement community policing through out the country. • hiv aids component should be included in police training coz they are most vulnerable. introduce professionalism in the police force by employing professionals e.g. lawyers and also deploy staff in their areas of interest to maximize output. • the implementation plan is very ambitious and it was to spread throughout the five years planned period. | |

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| GROUP 4 | OBJECTIVE THREE: TO IMPROVE AND EXPAND FACILITIES, EQUIPMENT AND TECHNOLOGIES TO ENHANCE SERVICE DELIVERY |
| <ul style="list-style-type: none"> • They need to move from analog to digital communication systems. Also computerization is essential. Secure systems which cannot be accessed by unauthorized persons. High frequency systems with passwords to hold information. Portable equipments. The budget in this area is too low it should be about 9 billion by itself. Time frame should be at least two years. • Transport. No consideration for airways need like two aircrafts. Also marine transport though we need training in this area. Motor cycles and motor vehicle are needed which should be standardized and incorporate special vehicles for special operations. Speedy processes to acquire spares and consideration after sales service, equipped workshops and skills where the motor vehicles can be fixed also secure fuel stations internally. Out source vehicles to supplement what is already there. The budget is very lean should be 10 billion within 2 years. • Centre of excellence must be established within the police service through collaboration with universities. Start negotiating within two years. • Accommodation and space, Leasing estates for the police where houses cannot be constructed. Complete stalled buildings • Training police personnel, communication and transport training schools, arms training. • Arms should be of modern quality. • Modernize and standardize that, get bullet proof vests, surveillance equipment, CCTVs, hand held equip, police dogs, etc. | |

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| GROUP 5 | OBJECTIVE FOUR: TO BUILD A POSITIVE IMAGE FOR THE POLICE SERVICE. |
| <ul style="list-style-type: none"> • Establish barazas through which police can members of community and this should include the police bosses. • Media interviews should be conducted so as to work closely with media. They should establish police media house which will be open to other media houses so they can tap into the media in fighting crime. • Noted the current trends of police displaying dead bodies which tarnishes police image. Should work together with the media to stop this. • Police to hold open days and establish crime awareness weeks where members of public are sensitized by t he police on their work. • Train public relations officers. Every police person should be made aware of corporate image and the importance of public relations which should be incorporated in their curriculums or hire consultant firms to train staff on this which could also be a future alternative career in future. • Monitoring and evaluation – Introduce score cards to monitor certain crimes to give a clear picture to measure the efficiency and the perceived image of the police officers. • Introduce laws that can facilitate media houses and public to monitor police frequencies in terms of crimes and introduce a witness protection programs. • Change of name from force to service. • Corruption – an effective evaluation procedure should be established to guide in the promotion of police officers and quit the habit of transferring errant officers t hardship areas as this is just transferring a problem. • Counseling and rehabilitation of errant officers. Police should be trained to stop arbitrary killings and arrests, torture and other human rights violations. CC TVs should be introduced everywhere. Police officers conducting investigations should wear name tags with their serial numbers on them for their identification. • Complaint boxes and information posters should be displayed in police cells. Another smaller committee should be established to build police image | |

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| Group 6 | OBJECTIVE FIVE: TO STRENGTHEN THE INSTITUTIONAL FRAMEWORK OBJECTIVE SIX: TO IMPROVE DISASTER MANAGEMENT OPERATIONS |
| <ul style="list-style-type: none"> • 1st strategy should be establishment of service commission. • Make inspector general accounting officer coz it will be more effective, faster and more accountable, avoids problem of reallocation of funds; • Add other activities like establishment of a tender board. • Purchase of vehicles and equipment • Measure effectiveness of the police by checking public opinion • Organizational structure is better than the previous one • Added security of tenure as an inspector general to increase his independence. • Improve disaster management operations • Increase disaster preparedness and response • Another activity was added.....procure equipment • Output added - timely response to disasters | |

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| Group 7 | Priorities <ul style="list-style-type: none"> • To establish a policy of policing in Kenya • Activity 1 – can only work where there is the above policy. Director of planning and training to take it up • Training on community policing curriculum awaiting development of the above policy • Setting up an office coordination centre for crime prevention and community policing. Commissioner of police. • Educate public on community procedure should be medium to long term plan. • Open days need immediate action but should be very clear what should be done on those open days. • Do not condone criminal activities while appreciating traditional conflict resolution mechanisms. Harmonize the two and responsibility is security commander. • Retrain the current police officers and acquire appropriate equipment. Training should be immediate, long term and short term |
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| WAY FORWARD |
| <ol style="list-style-type: none"> 1. 2. Need to harmonize all the initiatives through co-ordination of activities being undertaken. 3. The police strategic plan must be anchored on the progress of other on-going initiatives in order to achieve force multiplier effects that improve quality service. 4. Interested supporters to the police reform programme should be encouraged to form a co-ordination forum for the Friends of Police (FOP) in order to gear their efforts in one direction. 5. Police strategic plan must aim at increasing police-public consultations and joint training on changing attitudes other than over-emphasizing on hardware support. 6. <u>THE NARRATIVE AND ACTION PLANS ARE UNRELATED AND THE TWO SHOULD BE HARMONIZED.</u> 7. Situation analysis does not build up a case to show the current situation in the police force at the moment. We need to know where we are starting from to justify why you want e.g. more equipment or more officers etc. A comprehensive need assessment needs to be done immediately. 8. Funding - How will this plan be funded which is really core. The plan would act as a road map in police reform but also as a marketing function in terms of itemizing and prioritization of the budget. In the short term priority should be activities or projects that are not very expensive but are very essential and keep the fancy things for later. 9. -Find other sources of funding for the different parts of the plan. 10. -Begin to identify key stake-holders to be involved in the Law reform immediately eg. The Law Reform Commission. 11. Improving public confidence in the police. Need to identify high crime areas and tackle them. Encourage other people to start doing research on security to inform your own policing. This goes in line with police information website. This strategy should be sold to other police members. |

7. WORKSHOP CLOSURE

(a) The workshop was clod by the commissioner of police Mr. Nyaseda.

The workshop was formally closed at 5:30pm.

MISSION, VISION, GOAL, STRATEGIC OBJECTIVES

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 1. | 1 | | | | Minimize congestion in courts by involving part-time magistrates 1 | Police should be respected 4 | Police should be God fearing, honest, dedicated and purpose driven 4 |
| 2. Simon Wanjogu, Thika | | | 1 | | Stop old system of using police informers 1 Let police retire at age 50 2 Employ university graduates 2 Resistance to change by corrupt officers 2 | Remove deadwoods from the force 2 Use retired police 1 personnel as informers | Empower citizens to report corrupt officers 4 Invent mobile phone signal to report criminals 3 Improved housing, working conditions, salaries 2 |
| 3. | | 1 | | | | | |
| 4. | | | 1 | | New wine in old wineskins syndrome 2 Inquiry to weed out corrupt officers 4 | Recruit fresh professionals 2 Plant professional public relations officers at reporting desks 4 | Involve <i>wananchi</i> in pointing out corrupt officers 4 Train more graduates 2 Introduce performance bench marks 2 |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 5. | | | | | <p>Training of civilian workforce in the police department who man areas like transport, signals and arm 2</p> <p>Salaries of the technical civilian staff in police who were left out in increase 2</p> | <p>Maintenance of vehicles and communication equipment 3</p> | <p>Entrench transparency 4</p> <p>Reduce the many police ranks to three as their duties are overlapping 2</p> |
| 6. Mwangi Githiomi, Nairobi | | | | | <p>Introduction of paid police informers 2</p> <p>Extension of reservist recruitment to jua kali members 2</p> | <p>Police to reside in residential areas 2</p> <p>Need for silence of office 4</p> | <p>Set up independent police suggestion boxes 1</p> <p>Open up independent desk for complaints against police 4</p> |
| 7. Ignatius Kiggira | | 1 | | | <p>Devotion 4</p> <p>Retire apathetic and criminal officers 2</p> <p>Station commanders should be more public friendly 4</p> | <p>Insurance cover provision 2</p> <p>Involve intelligence officers where crime rates are high 1</p> | <p>Community policing and regular security barazas with communities 1</p> <p>Regular evaluation of crime trends 1</p> |
| 8. Edward Mbau | | | | | <p>Use of IT to track criminals 1, 3</p> | <p>Training in discipline, combat skills and modern firearms 2, 3</p> | <p>Higher entry qualifications for recruits 2</p> <p>Gender balance 2</p> |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
|---|---|---|---|--|--|---|--|
| | Y | M | N | | | | |
| 9. | 1 | | | | Financial Limitations 5 Resistance to change within the service 2 | Increase allocations and sweep aside those resisting change 2 Refresher courses in crime combat for police 2 | Change force to service for psychological relief 4 Raise qualifications for potential recruits to Kiganjo 2 |
| 10. | | | 1 | | Overhaul of police attitude 4 Avoid tribalism in recruitment 2 | Build better houses for police 2 Community Education 4 | Develop a crack unit to deal with hardcore criminals 1 Gender sensitivity 2 |
| 11. | 1 | | | | Change of attitude by the public 4 | | Involve the public more 4 Avail more information to the public 4 |
| 12. .Institutional Development Services: Mr. D.N Gachuche | | | 1 | Poorly defined vision. 'world class' is meaningless, unrealistic and immeasurable SWOT analysis is not evident Promotion, respect and protection of human rights ought to be among the core values | Poor leadership in the Police at different levels 5 Shortage of equipment and technically qualified personnel 3 Criminals and their strategic plans 1 | Restructuring of the Private Security companies to erase any conflict between them and the police 1 Research is critical to fighting crime 3 | |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
|---|---|---|---|---|---|---|---|
| | Y | M | N | | | | |
| 13. Voi Police Station | | 1 | | | Finances 5 Resistance in the field 2 Periodic training 2 | Changes to start right from the colleges 2 Kenya Police to have their own academic institution 2 | Provide for continuing education for officers 2 Issuing of certificates for police trainings 2 |
| 14. Clement Nyandiere Nairobi | | 1 | | | Lack of shared vision Commitment from key players 5 Funds availability 5 | Involve as many stakeholders as possible, especially the private sector. 1 | Good implementation of an information management system that will improve operations 3 |
| 15. | | 1 | | Effective use of informers 2 Effective and more frequent use of GSU to quell crime 1 | Direct combat from criminals 1 | Systematic planning 4 Police should not be friendly to criminals 4 | Employ informers directly to be trained at KPC 2 Consistency in approach towards criminals 4 Public Relations with the suffering public should be improved 4 |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
|---|---|---|---|---|--|--|--|
| | Y | M | N | | | | |
| 16. | | 1 | | | Co-operation between the police and the public 1, 4 Promotion of community policing, control drug trafficking Control illegal drugs, Cross border crime and banditry 1 | Promote awareness of the Strategic plan 4 Increase police:population ratio 2 | Review current recruitment and operation procedures of the Police Reserve 2 Computerize and network all police stations 3 |
| 17. | | | 1 | | Corrupt police officers fabricating charges 4 Police should always have uniforms and badges 1 | Improvement of public relations at police reporting desks 4 | Need for human rights training 2 Weed out corruption in police recruitment 4 |
| 18. Matthew O. Timothy Kimilili | | | 1 | Payment to police reservists 2 Review of police reserve officers 2 | | | Review admission qualifications 2 Refresher courses for regular and reserve officers 2 |
| 19. | 1 | | | | Negative attitude by old school police officers 2 Nationwide transfers of police should be curbed 2 | Merge regular police and administration police 5 Replace national with regular/ metropolitan police 5 | Information sharing with the public 1 Recruit people of integrity and high education 2 |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
|--|---|---|---|-----------------------|---|---|---|
| | Y | M | N | | | | |
| 20. RPP, Kamonye Manje Nairobi | | 1 | | | Negative attitude of the public and police 4 More comprehensive training including human rights 2 | Awareness creation is necessary 1 De-politicization of the service, improved welfare and adequate budgetary provision. 2,4 | Community policing 1 Review of the Police Act 4 Turn around the Police Image 4 |
| 21. Kang'ethe Njuguna | 1 | | | | Opposition to change by old school officers and members of the public 2 Raise academic requirements for joining the force 2 | Dispense with old school police officers 2 | Proper schemes of work covering medical, education, car loans etc for officers 2 Shed the trigger happy mentality 4 |
| 22. Priscillah Mutiga | 1 | | | | Suspicious from the public 4 Resistance to change 2 Misunderstanding of community policing 4 Funding restraints 5 Remove driving tests from the docket of the police and give it to the private sector 1 | Improved public relations 4 Retire the resisting old guards 2 Public education on community policing 4 Prioritize strategies 4 | Increase minimum educational requirements of recruits 2 Introduce a course on police service in the university curriculum to prepare future recruits 2 |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 23. James Foster | | | | | De-politicization of the Kenya Police 4 Reconsider the content of initial and subsequent trainings as well as the various levels of recruitment 2 | Constitutional reform 4 Re-think and restructure the Kenya police Reserve 5 The Proposed Police Service Commission should be responsible for all promotions 2,5 | The need for transparency in promotions and appointments 2 The need for effective firearms control among the police 2 Improved liaison with private security companies 1 |
| 24. C/o Shuab Adams, Nairobi | | | | | | | Community policing and the involvement of street families and communities in obtaining information 1 |
| 25. Rev. Njogu, Nakuru | 1 | | | | Introduce chaplaincy along the same lines as the military to encourage, counsel, maintain order of officers 2 | | |
| 26. Tamara Schultz-Legg | | | | | Need for training in public relations, honesty and respect for the human person 2 | Police should learn to appreciate their jobs and be satisfied with their pay as there are many jobless people out in the world 4 | |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 27. Kanali James, Kibera Youth Prog. For peace Nairobi | | | | | <p>People need to build trust in the police 4</p> <p>Prevalence of small and light weapons 1</p> <p>Let the people own the process and not the police alone 4</p> <p>Apathy in the initial stages of the process 4</p> | <p>Encourage the participation of communities 1</p> <p>Incorporate qualified professionals in implementation of the plan 2</p> <p>Government commitment to support the process 3 effectively with resources and technical support</p> | <p>Counselling sessions for the officers because they are predisposed to unique forms of stress that counseling could help deal with 2</p> <p>Good internal 2 governance, encouraging participation and self expression by junior staff</p> <p>Promote human dignity4</p> |
| 28. Razia Mohamed ali Mombasa | 1 | | | | <p>Will take a lot of resources and dedication to implement 4,5</p> <p>Public need to build confidence in the police 4</p> <p>Police need training in us of force 2,3</p> <p>Instill a sense of responsibility in the police 2</p> | <p>Emphasis of law and citizens rights subjects in police training 2</p> <p>Improved remuneration, living and working conditions (police stations) 2</p> | <p>The police should not be partisan especially where law breakers are high in the political hierarchy 4</p> <p>Police should be well educated and articulate 2</p> <p>They should respond instantly to distress calls and not refers caller to other persons 1</p> |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 29. | | | 1 | | Lack of proper facilities to trap notorious thugs 3 Corruption among officers 4 | Need for open and fair recruitment process 2 Transfer of long serving officers to prevent bribery 4 | Humane treatment of suspects 4 |
| 30. | | | | Toll Free police hotlines (mobile and land lines) 3 Consistently manned roadblocks 1 | | | |

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 31. | | | | | <p>Have a small. Compact but efficient force Enlisting of more numbers is likely to overwhelm our fragile economy 1,2</p> <p>Political interference 4</p> <p>Proper utilization of existing security forces. Eliminate duplication of efforts by concentration of force through integrated strategies 2</p> | <p>Compel a return to routine drills as these instill order and discipline in the force 2</p> <p>Training in relevant combat against thugs, breaking unlawful assemblies 2</p> <p>Issuing of firearms permits to responsible citizens, to combat the problem of emerging illegal guns culture 1,3</p> | <p>Re-organize and reduce VIP protection force 1</p> <p>Support for Kenya Security Institute 1</p> <p>Closer Integration of stakeholders in security 1</p> <p>The reserve force should consist of those regularly released from the regular force 1</p> <p>Development of Disaster Response, Civil Defense Force 6</p> |
| 32. | 1 | | | <p>Recognize that crime is a social problem so absorb our youth in the NYS thus send them to remote areas to build the nation 1,2</p> | <p>Lack of resources 5</p> | <p>Covert the Armed Forces from a standing army into a reserve force, thus quickly increasing the police force. In other countries, reserve soldiers are only required in their barracks for two weekends a month 5</p> | |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
|-------------------------------|---|---|---|---|---|--|---|
| | Y | M | N | | | | |
| 33. | | 1 | | Amend the motto to read <i>Utumishi kwa wote kisheria</i> , so as to exclude lawbreakers | Place surveillance cameras using system similar to the one in England. Very few crimes would go unsolved 1,3 | Amend the Police Act to allow effective implementation of this plan 4 Investigate police who get many complaints against them 4 | Restore honour to the profession by teaching the history of Kenya and reinforce virtue throughout their careers 2 |
| 34. Newton Njue Embu | | | | | Inculcate good training, morale, discipline and love for work among the servicemen 2 | A participatory approach in combat of corruption by both the Police and the Public 1 | Work out a system of re-admission of committed ex-officers 2 Set up a psychobgical therapy center to address the psychological needs of servicemen 2 |
| 35. John Ekeno | | 1 | | Cultures/religions/ethics thus rights freedoms Modesty | Liaison with local wazee 1 | Training of officers for the strategic plan, integrity and courtesy 4 | |
| 36. | | | | | Financial hindrance in implementing human resource development 5 | | |

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 37. John Stanley Maina | | | | | <p>A Quality Assurance Programme This will ensure the services rendered to the customers are of high quality, credible and legal (Forensic Scene of Crime searches, treatment of evidential materials, expeditious, accurate and technical reports, fingerprint processes, quality public relations activities) 3</p> | <p>A National Crimes Database (DNA database, drunk driving audits etc., expert systems, fingerprint systems) 1</p> | <p>Enhance and inculcate professionalism in investigation of crimes 1</p> |
| 38. Department of children's services | | | | | <p>Put in place a child protection unit nationally headed by a senior assistant commissioner of police. This should be spread to the station level. 1</p> | <p>Build capacity of the police in relation to child protection. Put into place operational child protection units in all police stations, run in the manner suggested in our proposal. 1</p> | <p>Recognize child protection as one of the priority responsibilities. 1 Internal police behavior change to work towards the best interests of the child. 1</p> |

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 39. Col.(Rtd) Nicholas P.M. Lubano | | | | <p>Core Values Add: to maintain a balanced tribal/ethnic police force throughout the Kenya Republic</p> | <p>The provision of adequate weapons, communication and vehicle to combat crime 3</p> <p>Objective2: human resource development Add: To recruit physically and medically fit young men and women to be screened for criminal activity</p> <p>The recruitment to be done using the tribal/ethnic census of 1979. This will make the police force to be tribal balanced 2</p> | <p>Strategic positions Police Stations to be established in strategic positions countrywide to combat crime 3</p> <p>Frequent (3-5yearly) transfer and deployment of police countrywide including the remote areas without favoritism 2</p> <p>Inspection of police stations and personnel by high ranking police officers at least twice a year for upgrading of the stations, personnel and equipment. 3</p> <p>Annual physical and medical tests to keep the police fit and operational to carry out their duties 2</p> | <p>Establish training, education and courses in Police force to boost their morale and efficiency 2</p> <p>Work out career structure, promotions and annual confidential reports for records, scrutiny and upgrading 2</p> <p>Improve accommodation, food and allowances for officers and their families, especially for those in the remote stations 2</p> <p>Enforce discipline in the Police force. Deal with cases of indiscipline directly without transferring the errant officers 2</p> |

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | | |
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| | Y | M | N | | | | | |
| 40. G.Kigara Kamweru ProPer Art Creations Nairobi | | | | | <p>There are four generic issues that need to be addressed in finalizing the strategic plan: The socio-economic framework for mounting such programmes</p> <p>The socio-cultural limitations 5</p> <p>High profile public engagement programmes such as would be provided by a national crime - prevention week 1</p> <p>Identification of strategic partners 1</p> | | | |

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 41. Ngovi Kitau, Bruce Trucks Equipment Nairobi | | | | <p>Police service mandate should be: Crime prevention and Law enforcement The vision, mission, motto, and core values to be reviewed in line with a modern community oriented Police Service. Vision: to make Kenya the safest country in the world Mission: working as equal partners with communities to effectively reduce crime, and fear of crime and make places safer across the nation Motto: Service, safety and security (SSS) Core Values: To serve, to work in partnership, to change to improve, to treat other people fairly, to be proactive, to be accountable.</p> | <p>For change to occur, the following conditions must be fulfilled (details provided in my write-up) Establish a case for change Provide a clear vision for change Demonstrate concrete steps to be followed Show clear benefits of change Proof of organizational commitment 4</p> | <p>Form a Police Service Authority, an advisory group which will oversee the desired transformation. 4 Form metropolitan police service to advance the concept of community and proactive policing 4 Form police community forum for research and public policy debates 3 Form police research foundation 3 Establish the national police service which will prevent crime, create safe places and enforce law outside the metropolis 1 Form independent national criminal investigation service 1 Human resource development (training) 2</p> | <p>All citizens should have a say in how they are governed Equal access to police services by all Kenyans Equal treatment of all individuals under the Kenyan constitution Equal distribution of police services and resources among communities 1</p> |

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 42. | | | 1 | | Resistance to change 2 Policy of promotion in the force 2 Refurbishment of the CID training school to be included in the strategic plan 3 | Regular evaluation of change by a body that does not consist of officers to enhance independence 4 | Develop a promotion policy. Police promotions should be fairly pegged on education standard and discipline 2 Give fair promotion chances to A-level certificate holders 2 |
| 43. Nambale Mumo, Nairobi | | 1 | | | Police –public relations Police abetting crime 4 More patrols Police booths should always be manned 1 | Lack of modern training especially on IT and public relations 3 Discipline: errant officers should be sacked and not transferred 2 | Set up a separate and independent police wing to deal with misconduct and complaints against police 4 Promotions should be based on conduct and qualifications 2 Conduct impromptu inspections in stations 3 |
| 44. Silas Mwika Meru | | 1 | | | Partisan interests, corruption from within and without 4 | Community policing be explained 4 | Human face, a people friendly approach 4 |

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 45. Opar.E.O Kakamega | | 1 | | <p>Add the following objective: to improve relations with 'wananchi'</p> <p>Strategic objectives should be subjected to the SMART principle</p> | <p>Budgeting constraints 5</p> <p>Political interference 4</p> <p>Community policing IT and public relations 1,3,4</p> | <p>More meritocracy in advancement, promotion, selection for courses and welfare matters 2</p> | |
| 46. Joshua Sitienei, Kapsabet | | 1 | | <p>Among core police functions should be rescue operations and fire fighting</p> <p>Motto should depict willingness to work for the people</p> | <p>Personnel capacity needed for successful implementation 2</p> <p>Difficult working environment 1</p> | <p>Establish change agents, for instance during the retraining stages 2</p> <p>Involve all officers in the change process 2</p> | <p>Human resource management: sequence of training, career management and reward management 2</p> <p>Eradicate corruption: establish a special district police unit to do this 4</p> <p>Establish a district police management board to deal with discipline, training, promotions and transfers. 4</p> |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 47. William Keya | | 1 | | | Change of attitude of police officers at training and service levels 4 Overhaul of police training 2 Police ambulance service 3 | Appropriate training, retraining and re-skilling should sort out this attitudinal mess. 2 | The term force is used to mean an entity and not a force to be applied to the unwilling: Kenya police service force is a therefore fair. 4 Include the 4 stakeholders where the word customer is used |
| 48. Mohammed Ali Alibhai Essa | | 1 | | | Re-work the training content 2 Develop a proper promotion system 2 | Speed up the traffic case system, alter the traffic Act. 4 | Motivate the police through proper pay, transport and living conditions 2 |
| 49. Thomas Wamwea | | | | | Change process is bound to take some time, eg. five years 4 Re-training of the force Introduce a reward system 2 | A culture change is best effected from the top 5 Establishment of delivery standards 4 A huge injection of fresh recruits targeting a ration of 2:1 2 | A deliberate, persistent and continuous attempt to change the police force through: 4 Weed out chaff from the police 2 |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
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| | Y | M | N | | | | |
| 50. Arthur Gitonga, Kenyatta University Nairobi | 1 | | | The strategy statements read more like objectives and fail to give strategic mechanisms. This will have the effect of having only those objectives that are easily visible and interpretable implemented and those that have higher order strategic function be ignored. | The strategies are based on the same structural regime as has been practiced or expected. No notable changes or improvement on the previous management function gaps have been addressed 4 Professional and employable skills development mechanism vis-sa-vis promotional placement 2 | Strategies should specify or imply implementation mechanisms that are obviously discernible from the specific intent statements Reconstruction of the management structures for efficiency and productivity 2,5 Productivity monitoring 4 | Address the issue of professional skill development 2 Address issues motivating the retiring disengaged officers participate in armed violence 2 Put in place work motivational factors 2 |
| 51. Kiarie | | 1 | | | Resistance to change 2 Lack of resources 5 Address and improve the level of prosecutors 2 | Greater ownership of the plan by the people 4 Continuous interaction with the private sector 1 | Need for feedback to the customers of the police service 4 Be proactive in crime control and not just reactive 1 Review current recruitment and operation procedures 2 |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
|----------------------------|---|---|---|-----------------------|--|--|---|
| | Y | M | N | | | | |
| 52. Michael Otieno | | | | | <p>Political interference 4</p> <p>Training of police in humanities and social sciences 2</p> <p>Scrap the administration police unit 5</p> | <p>Collegiality in selection of police commissioner 5</p> | <p>Inculcate public-police trust. 4</p> |
| 53. Mbale | | | | | <p>Put in place policies integrating junior ranks in the decision making process 2</p> <p>Protect all police officers from victimization, wrongful dismissal, unnecessary transfer, etc. 4</p> | <p>Offer training to modernize the force and equip it 3</p> <p>Train senior officers and supervisors in modern managerial skills especially those who only know dismissal and transfer as the only solutions to issues 3</p> | <p>Revise the F.S.O especially Cap.20 4</p> <p>De-link grades from ranks 2,5</p> <p>Organize weekly lectures eg. On sociology, psychology etc. 2</p> |
| 54. Jackson Maina | | | | | | | <p>Reservists should be referred to as police volunteers and their enlistment should be transparent 2</p> |

| Coverage of critical areas | | | | Mission, Vision, Goal | Strategic Objectives | | |
|----------------------------|---|---|---|---|---|---|---|
| | Y | M | N | | | | |
| 55. | | | | <p>Poorly defined vision. 'world class' is meaningless, unrealistic and immeasurable</p> <p>SWOT analysis is not evident</p> <p>Promotion, respect and protection of human rights ought to be among the core values</p> | <p>Poor leadership at different levels in the force 5</p> <p>Shortage of human and material resources 3</p> <p>Criminals and their strategic plans 1</p> <p>Mutual suspicion between police and public 4</p> <p>Change of attitude and work etiquette from police officers 4</p> | <p>Restructuring of private security companies 1</p> <p>Establishment of a serious research unit in the Kenya Police 3</p> <p>Encouragement of expression of ideas and views by junior staff/officers 2</p> <p>Counseling sessions for officers 2</p> | <p>Introduce chaplaincy along the same line as the military with the role of encouraging officers in their challenging career, counseling, boosting and maintaining high morale in the force 2</p> <p>Involve rehabilitated street people in community policing projects 1</p> <p>Include strategies to ensure recruitment into the force is open, fair and democratic 2</p> |

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| <p>56. Global innovation s Managem ent, Nairobi Prof.Geor ge Godia</p> | | | <p>The following aspects of the strategic plan have either not properly enunciated or have been left out completely:</p> <p>Challenges faced by the police force over independence, multiparty transition, etc</p> <p>The vision is unclear (<i>what is world class?</i>)</p> <p>The mission should indicate purpose of existence and not pledge what the service is committing itself to do.</p> <p>Core functions and services The force should be viewed as a means of protecting the people and their property rather than a tool of suppression.</p> | <p>Situation Analysis There is need for a SWOT analysis as this would have yielded more value than the thematic approach used.</p> <p>Stakeholder Analysis Identification of stakeholders and their prioritized value is critical in the allocation of resources Kenya has a diverse geopolity Whose security needs and demands are as diverse. The stakeholders should have been analyzed to serve as a guideline in the various policy priorities</p> | <p>There is a proposal to establish of a Police Oversight Board and a Police Complaints Authority with public complaints as their key concern. The functions of these two oversight bodies are apparently overlapping and there is need to rationalize them.</p> <p>Synergy The National Security Intelligence Service could synergise with the police service in combating crime</p> <p>Resource Mobilization An analysis of past expenditure and budgetary support by the government and other partners should have been properly conducted to give an estimate of the forecast projection for both expenditure and financing for the five year period plan</p> | <p>Executive Agency Examine the possibility of the CID being operationally semi-autonomous of the police service</p> |
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| | | | <p>The government's stated goal of employment and wealth creation should be the impetus for strategic planning across all Ministries /Departments</p> <p>The draft fails to bring out the core functions of the Police Force and the services the force provides to the various stakeholders. What is stated is the general mandate.</p> <p>The strategic plan should have clearly made a provision for all the services currently provided and to be provided in future by the police</p> | <p>Organizational structure There is no deliberate attempt made at critically refining the organizational structure to reflect the true legal position that vests police action in the office of the OCS</p> <p>Deployment Integration and utilization of civilian personnel is not recognized in the draft</p> <p>Monitoring and Evaluation A framework for monitoring and evaluating performance and progress on the proposed programmes is not brought out in the draft.</p> | <p>The Action Plan What comes out as objectives in the draft do not meet the tests: Specific, Measurable, Appropriate, Realistic, Time-bound, Agreed (SMARTA)</p> <p>The activities should be specific indivisible actions and not broad functions as is the case in the strategic plan</p> <p>Overlap/duplication of roles between regular and administration police has not properly been addressed Duplication of witnessing and prosecuting role by police</p> <p>The rationale for utilization of police in Kenya Railways, Ports Authority, Central Bank, judiciary security not provided</p> | |
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The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| | Q1. Coverage of critical areas | | | Issues the Public would like to see included | Q2. Implementation Challenges | Suggested solution to challenges | Q3.Recommendations for Key Policing Approach |
|-------------------------------|--------------------------------|---|---|---|--|--|--|
| | Y | M | N | | | | |
| 1. | 1 | | | | Police should be respected | Police should be God fearing, honest, dedicated and purpose driven | |
| 2. Simon Wanjogu, Thika | | | 1 | Minimise congestion in courts by involving part-time magistrates Stop old system of using police informers | Let police retire at age 50 Employ university graduates | Remove deadwoods from the force Use retired police personnel as informers | Empower citizens to report corrupt officers Invent mobile phone signal to report criminals |
| 3. | | 1 | | | Resistance to change by corrupt officers | | Improved housing, working conditions, salaries |
| 4. | | | 1 | Inquiry to weed out corrupt officers | New wine in old wineskins syndrome | Recruit fresh professionals Plant professional public relations officers at reporting desks | Involve wananchi in pointing out corrupt officers Train more graduates Introduce performance bench marks |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| 5. | | | <p>Training of civilian workforce in the police department who man areas like transport, signals and arm</p> <p>Salaries of the technical civilian staff in police who were left out in increase</p> | | <p>Maintenance of vehicles and communication equipment</p> | <p>Entrench transparency</p> <p>Reduce the many police ranks to three as their duties are overlapping</p> |
| 6. Mwangi Githiomi, Nairobi | | | <p>Introduction of paid police informers</p> <p>Extension of reservist recruitment to jua kali members</p> <p>Police to reside in residential areas</p> <p>Need for silence of office</p> | | | <p>Set up independent police suggestion boxes</p> <p>Open up independent desk for complaints against police</p> |
| 7. Clement Nyandiere Nairobi | | 1 | | <p>Lack of shared vision</p> <p>Commitment from key players</p> <p>Funds availability</p> | <p>Involve as many stakeholders as possible, especially the private sector.</p> | <p>Good implementation of an information management system that will improve operations</p> |
| | Q1. Coverage of critical | | Issues the Public would like to see included | Q2. Implementation Challenges | Suggested solution to challenges | Q3. Recommendations for Key Policing Approach |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| | areas | | | | | | |
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| | Y | M | N | | | | |
| 8. Edward Mbau | | | | Use of IT to track criminals Training in discipline, combat skills and modern firearms | | | Higher entry qualifications for recruits Gender balance |
| 9. Ignatius Kiggira | | 1 | | Station commanders should be more public friendly | Devotion Retire apathetic and criminal officers | Insurance cover provision Involve intelligence officers where crime rates are high | Community policing and regular security barazas with communities Regular evaluation of crime trends |
| 10. | 1 | | | Refresher courses in crime combat for police | Financial Limitations Resistance to change within the service | Increase allocations and sweep aside those resisting change | Change force to service for psychological relief Raise qualifications for potential recruits to Kiganjo |
| 11. | | | 1 | Avoid tribalism in recruitment Gender sensitivity | Overhaul of police attitude | Build better houses for police Community Education | Develop a crack unit to deal with hardcore criminals |
| 12. | 1 | | | | Change of attitude by the public | | Involve the public more Avail more information to the public |
| | Q1. Coverage of critical | | | Issues the Public would like to see included | Q2. Implementation Challenges | Suggested solution to challenges | Q3. Recommendations for Key Policing Approach |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| | areas | | | | | | |
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| | Y | M | N | | | | |
| 13. Institutional Development Services: Mr. D.N Gachuche | | | 1 | Poorly defined vision. 'world class' is meaningless, unrealistic and immeasurable SWOT analysis is not evident Promotion, respect and protection of human rights ought to be among the core values | Poor leadership in the Police at different levels Shortage of equipment and technically qualified personnel Criminals and their strategic plans | Restructuring of the Private Security companies to erase any conflict between them and the police Research is critical to fighting crime | |
| 14. Voi Police Station | | 1 | | | Finances Resistance in the field | Changes to start right from the colleges Periodic training | Provide for continuing education for officers Issuing of certificates for police trainings Kenya Police to have their own academic institution |
| | Q1. Coverage of critical | | | Issues the Public would like to see included | Q2. Implementation Challenges | Suggested solution to challenges | Q3. Recommendations for Key Policing Approach |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| | Y | M | N | | | | |
| 15. | | 1 | | <p>Effective use of informers</p> <p>Effective and more frequent use of GSU to quell crime</p> | <p>Direct combat from criminals</p> | <p>Systematic planning</p> <p>Police should not be friendly to criminals</p> | <p>Employ informers directly to be trained at KPC</p> <p>Consistency in approach towards criminals</p> <p>Public Relations with the suffering public should be improved</p> |
| 16. | | 1 | | <p>Promotion of community policing,</p> <p>control drug trafficking</p> <p>Control illegal drugs</p> <p>Cross border crime and banditry</p> <p>Increase police:population ratio</p> | <p>Co-operation between the police and the public</p> | <p>Promote awareness of the Strategic plan</p> | <p>Review current recruitment and operation procedures of the Police Reserve</p> <p>Computerize and network all police stations</p> |
| | Q1. Coverage of critical | | | Issues the Public would like to see included | Q2. Implementation Challenges | Suggested solution to challenges | Q3. Recommendations for Key Policing Approach |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

| | areas | | | | | | |
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| | Y | M | N | | | | |
| 17. | | | 1 | Improvement of public relations at police reporting desks | Corrupt police officers fabricating charges | | Need for human rights training Weed out corruption in police recruitment |
| 18. Matthew O. Timothy Kimilili | | | 1 | Police should always have uniforms and badges Payment to police reservists Review of police reserve officers | | | |
| | Q1. Coverage of critical areas | | | Issues the Public would like to see included | Q2. Implementation Challenges | Suggested solution to challenges | Q3. Recommendations for Key Policing Approach |
| | Y | M | N | | | | |
| 19. | 1 | | | Nationwide transfers of police should be curbed Replace national with regular/ metropolitan police | Negative attitude by old school police officers | Merge regular police and administration police | Information sharing with the public Recruit people of integrity and high education |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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|---|--|----------|----------|---|---|---|--|
| 20. East Africa Institute of Security Studies, NBI. Capt. Rtd. Simiyu Werunga | | 1 | | Introduce direct entry inspectorate to replace rising through the ranks Create civilian oversight mechanism to enhance police accountability | Lack of financial material and human resources | Phasing the plan and prioritizing its implementation | |
| 21. RPP, Kamonye Manje Nairobi | | 1 | | More comprehensive training including human rights | Negative attitude of the public and police | Awareness creation is necessary De-politicization of the service, improved welfare and adequate budgetary provision. | Community policing Review of the Police Act Turn around the Police Image |
| | Q1. Coverag e of critical areas | | | Issues the Public would like to see included | Q2. Implementation Challenges | Suggested solution to challenges | Q3. Recommendations for Key Policing Approach |
| | Y | M | N | | | | |
| 22. Kang'ethe Njuguna | 1 | | | Raise academic requirements for joining the force | Opposition to change by old school officers and members of the public | Dispense with old school police officers | Proper schemes of work covering medical, education, car loans etc for officers Shed the trigger happy mentality |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| 23. Priscillah Mutiga | 1 | | Remove driving tests from the docket of the police and give it to the private sector | Suspicious from the public Resistance to change Misunderstanding of community policing Funding restraints | Improved public relations Retire the resisting old guards Public education on community policing Prioritize strategies | Increase minimum educational requirements of recruits Introduce a course on police service in the university curriculum to prepare future recruits |
| 24. James Foster | | | Reconsider the content of initial and subsequent trainings as well as the various levels of recruitment The Proposed Police Service Commission should be responsible for all promotions | De-politicization of the Kenya Police | Constitutional reform Re-think and restructure the Kenya police Reserve | The need for transparency in promotions and appointments The need for effective firearms control among the police Improved liaison with private security companies |
| 25. C/o Shuab Adams, Nairobi | | | | | | Community policing and the involvement of street families and communities in obtaining information |
| 26. Rev. Njogu, Nakuru | 1 | | Introduce chaplaincy along the same lines as the military to encourage, counsel, maintain order of officers | | | |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| <p>27. Kanali James, Kibera Youth Prog. For peace Nairobi</p> | | | | <p>People need to build trust in the police</p> <p>Prevalence of small and light weapons</p> <p>Let the people own the process and not the police alone</p> <p>Apathy in the initial stages of the process</p> | <p>Encourage the participation of communities</p> <p>Incorporate qualified professionals in implementation of the plan</p> <p>Government commitment to support the process effectively with resources and technical support</p> | <p>Counselling sessions for the officers because they are predisposed to unique forms of stress that counseling could help deal with</p> <p>Good internal governance, encouraging participation and self expression by junior staff</p> <p>Promote human dignity</p> |
| <p>28. Tamara Schultz- Legg</p> | | | <p>Police should learn to appreciate their jobs and be satisfied with their pay as there are many jobless people out in the world</p> | <p>Need for training in public relations, honesty and respect for the human person</p> | | |
| <p>29. Razia Mohamedal iMombasa</p> | <p>1</p> | | <p>Police should be well educated and articulate They should respond instantly to distress calls and not refers caller to other persons</p> <p>Instill a sense of responsibility in the police</p> | <p>Will take a lot of resources and dedication to implement</p> <p>Public need to build confidence in the police</p> <p>Police need training in us of force</p> | <p>Emphasis of law and citizens rights subjects in police training</p> <p>Improved remuneration, living and working conditions (police stations)</p> | <p>The police should not be partisan especially where law breakers are high in the political hierarchy</p> |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| 30. | | 1 | Need for open and fair recruitment process Transfer of long serving officers to prevent bribery | Lack of proper facilities to trap notorious thugs Corruption among officers | | Humane treatment of suspects |
| 31. | | | Toll Free police hotlines (mobile and land lines) Consistently manned roadblocks | | | |
| 32. | Kenya Security Institute, Major Henry Mwitari Nairobi | | The reserve force should consist of those regularly released from the regular force Have a small. Compact but efficient force Proper utilization of existing security forces. Eliminate duplication of efforts by concentration of force through integrated strategies Development of Disaster Response, Civil Defense Force | Enlisting of more numbers is likely to overwhelm our fragile economy Political interference | Compel a return to routine drills as these instill order and discipline in the force Training in relevant combat against thugs, breaking unlawful assemblies Issuing of firearms permits to responsible citizens, to combat the problem of emerging illegal guns culture | Re-organize and reduce VIP protection force Support for Kenya Security Institute Closer Integration of stakeholders in security |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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|-------------------------------|---|---|--|--|--|---|
| 33. Paul Thairu | 1 | | Recognize that crime is a social problem so absorb our youth in the NYS thus send them to remote areas to build the nation | Lack of resources | Covert the Armed Forces from a standing army into a reserve force, thus quickly increasing the police force. In other countries, reserve soldiers are only required in their barracks for two weekends a month | |
| 34. | | 1 | Place surveillance cameras using system similar to the one in England. Very few crimes would go unsolved | | Amend the Police Act to allow effective implementation of this plan Investigate police who get many complaints against them | Amend the motto to read <i>Utumishi kwa wote kisheria</i> , so as to exclude lawbreakers Restore honour to the profession by teaching the history of Kenya and reinforce virtue throughout their careers |
| 35. Newton Njue Embu | | | Set up a psychological therapy center to address the psychological needs of servicemen Work out a system of re-admission of committed ex-officers | Inculcate good training, morale, discipline and love for work among the servicemen | A participatory approach in combat of corruption by both the Police and the Public | |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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|---------------------------|--|---|--|--|---|--|
| 36. John Ekeno | | 1 | <p>Cultures/religions/ethics thus rights freedoms</p> <p>Modesty</p> | Liaison with local wazee | Training of officers for the strategic plan, integrity and courtesy | |
| 37. | | | | Financial hindrance in implementing human resource development | | |
| 38. John Stanley Maina | | | <p>A Quality Assurance Programme This will ensure the services rendered to the customers are of high quality, credible and legal (Forensic Scene of Crime searches, treatment of evidential materials, expeditious, accurate and technical reports, fingerprint processes, quality public relations activities)</p> <p>A National Crimes Database (DNA database, drunk driving audits etc., expert systems, fingerprint systems)</p> | | | Enhance and inculcate professionalism in investigation of crimes |

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| <p>39. Col.(Rtd) Nicholas P.M. Lubano</p> | | | <p>Core Values Add: to maintain a balanced tribal/ethnic police force throughout the Kenya Republic</p> <p>Objective2: human resource development Add: To recruit physically and medically fit young men and women to be screened for criminal activity</p> <p>The recruitment to be done using the tribal/ethnic census of 1979. This will make the police force to be tribal balanced</p> | <p>The provision of adequate weapons, communication and vehicle to combat crime</p> | <p>Strategic positions Police Stations to be established in strategic positions countrywide to combat crime</p> <p>Frequent (3-5yearly) transfer and deployment of police countrywide including the remote areas without favoritism</p> <p>Inspection of police stations and personnel by high ranking police officers at least twice a year for upgrading of the stations, personnel and equipment.</p> <p>Annual physical and medical tests to keep the police fit and operational to carry out their duties</p> | <p>Establish training, education and courses in Police force to boost their morale and efficiency</p> <p>Work out career structure, promotions and annual confidential reports for records, scrutiny and upgrading</p> <p>Improve accommodation, food and allowances for officers and their families, especially for those in the remote stations</p> <p>Enforce discipline in the Police force. Deal with cases of indiscipline directly without transferring the errant officers</p> |
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The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| <p>40. Department of children's services</p> | | | <p>Put in place a child protection unit nationally headed by a senior assistant commissioner of police. This should be spread to the station level.</p> | | <p>Build capacity of the police in relation to child protection. Put into place operational child protection units in all police stations, run in the manner suggested in our proposal.</p> | <p>Recognize child protection as one of the priority responsibilities. Internal police behavior change to work towards the best interests of the child.</p> |
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| <p>41. Ngovi Kitau, Bruce Trucks Equipment Nairobi</p> | | | <p>Police service mandate should be: Crime prevention and Law enforcement</p> <p>The vision, mission, motto, and core values to be reviewed in line with a modern community oriented Police Service. Vision: to make Kenya the safest country in the world</p> <p>Mission: working as equal partners with communities to effectively reduce crime, and fear of crime and make places safer across the nation</p> <p>Motto: Service, safety and security (SSS)</p> <p>Core Values: To serve, to work in partnership, to change to improve, to treat other people fairly, to be proactive, to be accountable.</p> | <p>For change to occur, the following conditions must be fulfilled (details provided in my write-up) Establish a case for change</p> <p>Provide a clear vision for change</p> <p>Demonstrate concrete steps to be followed</p> <p>Show clear benefits of change</p> <p>Proof of organizational commitment</p> | <p>Form a Police Service Authority, an advisory group which will oversee the desired transformation.</p> <p>Form metropolitan police service to advance the concept of community and proactive policing</p> <p>Form police community forum for research and public policy debates</p> <p>Form police research foundation to</p> <p>Establish the national police service which will prevent crime, create safe places and enforce law outside the metropolis</p> <p>Form independent national criminal investigation service</p> <p>Human resource development (training)</p> | <p>All citizens should have a say in how they are governed</p> <p>Equal access to police services by all Kenyans</p> <p>Equal treatment of all individuals under the Kenyan constitution</p> <p>Equal distribution of police services and resources among communities</p> |
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The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| <p>42. G.Kigara Kamweru ProPer Art Creations Nairobi</p> | | | <p>There are four generic issues that need to be addressed in finalizing the strategic plan: The socio-economic framework for mounting such programmes The socio-cultural limitations High profile public engagement programmes such as would be provided by a national crime -prevention week Identification of strategic partners</p> | | | |
| <p>43.</p> | | <p>1</p> | <p>Policy of promotion in the force Refurbishment of the CID training school to be included in the strategic plan</p> | <p>Resistance to change</p> | <p>Regular evaluation of change by a body that does not consist of officers to enhance independence</p> | <p>Develop a promotion policy.Police promotions should be fairly pegged on education standard and discipline Give fair promotion chances to A-level certificate holders</p> |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| 44. Nambale Mumo, Nairobi | | 1 | <p>Police –public relations Police abetting crime</p> <p>More patrols Police booths should always be manned</p> <p>Discipline: errant officers should be sacked and not transferred</p> | | <p>Lack of modern training especially on IT and public relations</p> | <p>Set up a separate and independent police wing to deal with misconduct and complaints against police</p> <p>Promotions should be based on conduct and qualifications</p> <p>Conduct impromptu inspections in stations</p> |
| 45. Silas Mwiki Meru | | 1 | <p>Community policing be explained</p> | <p>Partisan interests, corruption from within and without</p> | | <p>Human face, a people friendly approach</p> |
| 46. Opar.E.O Kakamega | | 1 | <p>Community policing IT and public relations</p> <p>Add the following objective: to improve relations with ‘wananchi’</p> <p>Strategic objectives should be subjected to the smart principle</p> | <p>Budgeting constraints</p> <p>Political interference</p> | <p>More meritocracy in advancement, promotion, selection for courses and welfare matters</p> | |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| <p>47. Joshua Sitienei, Kapsabet</p> | | 1 | <p>Among core police functions should be rescue operations and fire fighting</p> <p>Motto should depict willingness to work for the people</p> | <p>Personnel capacity needed for successful implementation</p> <p>Difficult working environment</p> | <p>Establish change agents, for instance during the retraining stages</p> <p>Involve all officers in the change process</p> | <p>Human resource management: sequence of training, career management and reward management</p> <p>Eradicate corruption: establish a special district police unit to do this</p> <p>Establish a district police management board to deal with discipline, training, promotions and transfers.</p> |
| <p>48. William Keya</p> | | 1 | <p>Change of attitude of police officers at training and service levels</p> <p>Overhaul of police training</p> <p>Police ambulance service</p> <p>Include the stakeholders where the word customer is used</p> | | | <p>The term force is used to mean an entity and not a force to be applied to the unwilling: Kenya police service force is a therefore fair. Appropriate training, retraining and re-skilling should sort out this attitudinal mess.</p> |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| <p>49. Arthur Gitonga, Kenyatta University Nairobi</p> | <p>1</p> | | <p>Professional and employable skills development mechanism vis-sa-vis promotional placement</p> <p>Productivity monitoring</p> | <p>The strategy statements read more like objectives and fail to give strategic mechanisms. This will have the effect of having only those objectives that are easily visible and interpretable implemented and those that have higher order strategic function be ignored.</p> <p>The strategies are based on the same structural regime as has been practiced or expected. No notable changes or improvement on the previous management function gaps have been addressed</p> | <p>Strategies should specify or imply implementation mechanisms that are obviously discernible from the specific intent statements</p> <p>Reconstruction of the management structures for efficiency and productivity</p> | <p>Address the issue of professional skill development</p> <p>Address issues motivating the retiring disengaged officers participate in armed violence</p> <p>Put in place work motivational factors</p> |
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The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| <p>50. Thomas Wamwea</p> | | | | <p>Change process is bound to take some time, eg. five years</p> | <p>A culture change is best effected from the top</p> | <p>A deliberate, persistent and continuous attempt to change the police force through:</p> <p>Establishment of delivery standards</p> <p>A huge injection of fresh recruits targeting a ration of 2:1</p> <p>Weed out chaff from the police</p> <p>Re-training of the force Introduce a reward system</p> |
| <p>51. Mohammea li Alibhai Essa</p> | | <p>1</p> | <p>Re-work the training content</p> <p>Develop a proper promotion sysem</p> <p>Motivate the police through proper pay, transport and living conditions</p> | | <p>Speed up the traffic case system, alter the traffic Act.</p> | |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| 52. Kiarie | | 1 | Address and improve the level of prosecutors | Resistance to change Lack of resources | Greater ownership of the plan by the people Continuous interaction with the private sector | Need for feedback to the customers of the police service Be proactive in crime control and not just reactive Review current recruitment and operation procedures |
| 53. Michael Otieno | | | Training of police in humanities and social sciences Scrap the administration police unit | Political interference | Collegiality in selection of police commissioner | Inculcate public-police trust. |
| 54. Mbale | | | Put in place policies integrating junior ranks in the decision making process Protect all police officers from victimization, wrongful dismissal, unnecessary transfer, etc. | | Offer training to modernize the force and equip it Train senior officers and supervisors in modern managerial skills especially those who only know dismissal and transfer as the only solutions to issues | Revise the F.S.O especially Cap.20 De-link grades from ranks Organize weekly lectures eg. On sociology, psychology etc. |
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The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| 70. | | | | <p>Poorly defined vision. 'world class' is meaningless, unrealistic and immeasurable</p> <p>SWOT analysis is not evident</p> <p>Promotion, respect and protection of human rights ought to be among the core values</p> | <p>Poor leadership at different levels in the force</p> <p>Shortage of human and material resources</p> <p>Criminals and their strategic plans</p> <p>Mutual suspicion between police and public</p> <p>Change of attitude and work etiquette from police officers</p> | <p>Restructuring of private security companies</p> <p>Establishment of a serious research unit in the Kenya Police</p> <p>Encouragement of expression of ideas and views by junior staff/officers</p> <p>Counseling sessions for officers</p> | <p>Introduce chaplaincy along the same line as the military with the role of encouraging officers in their challenging career, counseling, boosting and maintaining high morale in the force</p> <p>Involve rehabilitated street people in community policing projects</p> <p>Include strategies to ensure recruitment into the force is open, fair and democratic</p> |

The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| 71. Jackson Maina | | | Reservists should be referred to as police volunteers and their enlistment should be transparent | | | |
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| <p>72. Global innovations Managemen t, Nairobi Prof. George Godia</p> | | | <p>The following aspects of the strategic plan have either not properly enunciated or have been left out completely:</p> <p>Challenges faced by the police force over independence, multiparty transition, etc</p> <p>The vision is unclear (<i>what is world class?</i>)</p> <p>The mission should indicate purpose of existence and not pledge what the service is committing itself to do.</p> <p>Core functions and services The force should be viewed as a means of protecting the people and their property rather than a tool of suppression.</p> <p>means of</p> | <p>Situation Analysis There is need for a SWOT analysis as this would have yielded more value than the thematic approach used.</p> <p>Stakeholder Analysis Identification of stakeholders and their prioritized value is critical in the allocation of resources Kenya has a diverse geopolity Whose security needs and demands are as diverse. The stakeholders should have been analyzed to serve as a guideline in the various policy priorities</p> | <p>There is a proposal to establish of a Police Oversight Board and a Police Complaints Authority with public complaints as their key concern. The functions of these two oversight bodies are apparently overlapping and there is need to rationalize them.</p> <p>Synergy The National Security Intelligence Service could synergise with the police service in combating crime</p> <p>Resource Mobilization An analysis of past expenditure and budgetary support by the government and other partners should have been properly conducted to give an estimate of the forecast projection for both expenditure and financing for the five year period plan</p> | <p>Executive Agency Examine the possibility of the CID being operationally semi-autonomous of the police service</p> |
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| | | | <p>The government's stated goal of employment and wealth creation should be the impetus for strategic planning across all Ministries /Departments</p> <p>The draft fails to bring out the core functions of the Police Force and the services the force provides to the various stakeholders. What is stated is the general mandate.</p> <p>The strategic plan should have clearly made a provision for all the services currently provided and to be provided in future by the police</p> <p>Overlap/duplication of roles between regular and administration police has not properly been addressed</p> | <p>Organizational structure There is no deliberate attempt made at critically refining the organizational structure to reflect the true legal position that vests police action in the office of the OCS</p> <p>Deployment Integration and utilization of civilian personnel is not recognized in the draft</p> <p>Monitoring and Evaluation A framework for monitoring and evaluating performance and progress on the proposed programmes is not brought out in the draft.</p> | <p>The Action Plan What comes out as objectives in the draft do not meet the tests: Specific, Measurable, Appropriate, Realistic, Time-bound, Agreed (SMARTA)</p> <p>The activities should be specific indivisible actions and not broad functions as is the case in the strategic plan</p> | |
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The Kenya Police Strategic Plan 2003-2007, feedback from members of the Public

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| | | | <p>Duplication of witnessing and prosecuting role by police</p> <p>The rationale for utilization of police in Kenya Railways, Ports Authority, Central Bank, judiciary security not provided</p> | | | |
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