REPUBLIC OF KENYA

Strategic Framework for the Implementation of Reforms in the National Police Service, Kenya Prisons Service and the National Youth Service

2024 - 2028

National Steering Committee

Kenya
VISION 2030

REPUBLIC OF KENYA

Strategic Framework for the Implementation of Reforms in the National Police Service, Kenya Prisons Service and the National Youth Service
- 2024 - 2028 -

National Steering Committee

2024

Vision

Efficient and Responsive Services

Mission

To spearhead implementation of improved terms and condition of service and other reforms for the National Police Service, Kenya Prisons Service and National Youth Service through coordination, monitoring, evaluation and reporting

Core Values

Patriotism, Professionalism, Teamwork, Integrity, Inclusivity and Accountability

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Foreword

H.E. Hon. William Samoei Ruto, PhD., C.G.H. President of the Republic of Kenya and Commander-in-Chief of the Defence Forces appointed a National Taskforce on Improving Terms and Conditions of Service and Other Reforms for Members of the National Police Service (NPS), Kenya Prisons Service (KPS), and National Youth Service (NYS). The Taskforce was tasked with identifying legal, policy, administrative, institutional, and operational constraints on effective service delivery in NPS, KPS, and NYS. It also recommended legal, policy, administrative, institutional, and operational reforms for effective service delivery as well as, review and recommend improving the terms and conditions of service for officers in all cadres of NPS, KPS, and NYS. Additionally, it was to review and recommend welfare improvements for officers in all NPS, KPS, and NYS cadres, as well as other matters related to optimal service delivery and finally review and recommend improvements to terms and conditions of service and other reforms in NPS, KPS, and NYS.

This Strategic Framework (SF) is a result of technical assessments by Agencies and Departmental Technical Committees for Police, Prisons, and National Youth Service reforms, informed by Interagency Coordination Committee (IACC)'s work. The IACC and Departmental Technical Committees were appointed by the National Steering Committee to ensure that the Taskforce's recommendations are carried out. These committees worked to analyze the National Taskforce Report and create the Strategic Framework, which provides an integrated approach to reform priorities in a strategic and coordinated way to maintain coherence among reform institutions.

This SF aligns with the Constitution of Kenya, the Vision 2030, UN Agenda, African Union Agenda, and East Africa Community Vision 2050, while considering legal and institutional frameworks of the NPS, KPS and NYS. The UN 2030 Agenda for Sustainable Development outlines 17 goals to end poverty, protect the planet, and ensure peace and prosperity by 2030, with NPS, KPS, and NYS playing key roles to achieving goals 1, 2, 3, 4, 5, 8, 10, 13 and 16. The African Union Agenda 2063 aims to transform Africa into a global socio-economic powerhouse, focusing on good governance, democracy, human rights, justice, peace, and a strong cultural identity. Under this SF the NPS, KPS and NYS align themselves with aspirations 1, 3, 4, and 6. The East African Community's Vision 2050 outlines a vision for economic and social development, with the NPS, KPS, and NYS committing to security, economic transformation, agriculture, food security, rural economy, natural resources management, infrastructure development, and industrialization.

This SF, based on constitutional principles, will promote robust governance, democracy, rule of law, transparency, and accountability in public service, enhancing democracy and accountability.

The Kenya Vision 2030 has been guiding the country's development agenda since 2008, with the Fourth Medium Term Plan (MTP IV) aligning with the aspirations of the Kenya Kwanza Bottom-Up Economic Transformation Agenda (BETA Plan). The SF proposes reforms and transformations in the Social, Governance, and Public Administration sectors of the three (3) Services.
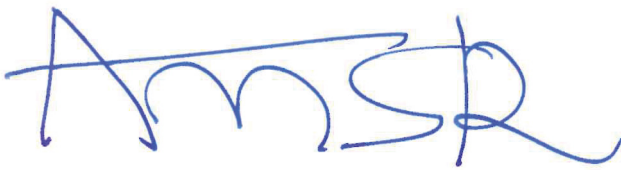
The Revised Guidelines on the Preparation of the Fifth Generation Strategic Plan 2023–2027, the Government Bottom-Up Economic Transformation Agenda for

Inclusive Growth priorities, Vision 2030 Fourth Medium Term Plan 2023–2027, and the institutional and legal frameworks of the NPS, KPS, and NYS were all incorporated into this Strategic Framework.

The Strategic Framework identifies four (4) Key Result Areas (KRAs) with the corresponding strategic objectives and strategies for its effective implementation. These KRAs include; Leadership, Oversight and Accountability, Institutional Capacity Development, Human Resource Management and Development and Operational Preparedness and Logistical Capacity.

The Strategic Framework further provides a guide—that the Ministry of Interior and National Administration will use in coordinating the implementation of the recommendations of the Taskforce. Specifically, the Framework provides a strategy for collaborating with various stakeholders and the roles entrusted to each stakeholder.

An inclusive and participatory approach was used in the development of this Strategic Framework, which included a review of the previous Reforms and Transformation Agendas' implementation, situational analysis, stakeholder consultation forums, and forums with the relevant Ministries, Departments, and Agencies (MDAs) to validate the final SF. I am confident that the implementation and delivery of this Strategic Framework will greatly improve the welfare and the terms and conditions of services for the members of the three Services as well as guide future reforms.

KITHURE KINDIKI
CABINET SECRETARY
MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION

Preface

The development of this Strategic Framework is the result of a consultative process that took consideration of the report of the National Taskforce on Improvement of the Terms and Conditions of Services and other Reforms for Members of the National Police Service, Kenya Prisons Service and National Youth Service.

The Taskforce was mandated to identify the legal, policy, administrative, institutional, and operational constraints on effective service delivery by the National Police Service, the Kenya Prisons Service and the National Youth Service. The launch of this document is an important milestone in the process of reforming the three Services and a reflection of the Government's commitment to implement the recommendations of the National Taskforce.

I wish to take this opportunity to acknowledge with appreciation, the contribution of members of the Interagency Coordination Committee, National Police Service Reforms Implementation Committee, the Kenya Prisons Service Reforms Implementation Committee and the National Youth Service Reforms Implementation Committee, Development Partners and key stakeholders in the preparation of this document.

The implementation of various activities in this Strategic Framework is estimated to cost Ksh. 106 billion. Out of this budget projection, Ksh. 22 billion will be required to finance improved salary and remuneration. Ksh. 37 billion will go into financing hardware and welfare reforms such as review and delivery of the new training policy, curriculum, capacity building and institutional support programs. Ksh 45 billion will be required for modernization of the three Services.

While the Government will endeavor to finance most of the hardware and modernization reform initiatives, we invite our development partners to identify programs/projects to support under the software reform initiatives. I wish to take this opportunity to acknowledge with appreciation the support already extended to the ongoing effort by Government to transform the three Services. In particular, I want to single out UNDP, UK/REINVENT, and IDLO for their support extended to the three Services.

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PRINCIPAL SECRETARY
STATE DEPARTMENT FOR INTERNAL SECURITY
AND NATIONAL ADMINISTRATION

Acronyms and Abbreviations

AIE	Authority to Incur Expenditure
BETA	Bottom-up Economic Transformation Agenda
CBOs	Community Based Organizations
DCI	Directorate of Criminal Investigations
DTC	Departmental Technical Committee
EAC	East African Community
EACC	Ethics and Anti-Corruption Commission
ECDE	Early Childhood Development Education
FBOs	Faith Based Organizations
GPA	Group Personal Accident
HR	Human Resource
IAU	Internal Affairs Unit
IACC	Interagency Coordination Committee
ICT	Information Communication Technology
IPOA	Independent Policing Oversight Authority
KCGS	Kenya Coast Guard Services
KPS	Kenya Prison Service
KRAs	Key Results Areas
MDAs	Ministries Departments and Agencies
M&E	Monitoring and Evaluation
MTPs	Medium Term Plans
MTP IV	Fourth Medium Term Plan
MoINA	Ministry of Interior and National Administration
MoICT	Ministry of Information Communication Technology and Digital Economy
MoPSP&DM	Ministry of Public Service Performance and Delivery Management
MoU	Memorandum of Understanding
NGOs	Non-Governmental Organizations
NPS	National Police Service
NPSC	National Police Service Commission
NPR	National Police Reserve
NSC	National Steering Committee
NYS	National Youth Service
NYSC	National Youth Service Council

ORP	Orderly Room Proceedings
PAS	Performance Appraisal Systems
PSC	Public Service Commission
PWD	Persons With Disabilities
SDIS&NA	State Department for Internal Security and National Administration
SDCS	State Department for Correctional Services
SDEP	State Department for Economic Planning
SDPS	State Department for Public Service
SF	Strategic Framework
SSO	Service Standing Orders
SOPs	Standard Operating Procedures
SRC	Salaries and Remuneration Commission
TNT	The National Treasury
ToTs	Training of Trainers
WIBA	Work Injury Benefits Act

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Concepts and Terminologies

Activity	A set of specific tasks to achieve the strategic objectives
Baseline	An analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made
Indicator	An indicator is a sign of progress/change that results from a project. It measures a change in a situation or condition and confirms progress towards achievement of specific results. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress
Key Result Areas	This is an outline of the organization's area of focus. It also refers to the general areas of outputs or outcomes for which an organization's role is responsible
Outcome Indicator	This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.
Outcome	The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project
Output	Products, services or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs
Performance Indicator	A measurement that evaluates the success of an organization or a particular activity (such as projects, programmes, products and other initiatives) in which it engages
Programme	A grouping of similar projects and/or services performed by a Ministry or National/County Department to achieve a specific objective; the programmes must be mapped to strategic objectives
Project	A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters
Strategic Objectives	These are what the organization commits itself to accomplish in long term; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements
Target	A result to be achieved within a given time frame through application of available inputs
Strategic Issues	These are fundamental policy choices, critical challenges/gap or opportunities that must be addressed or tapped in order for the organization to achieve its vision. They are the foundation upon which strategies are developed

Executive Summary

The Strategic Framework for Reforms in Kenya's National Police Service (NPS), Kenya Prisons Service (KPS), and National Youth Service (NYS) has been developed to implement reforms and the recommendations of the National Taskforce on Improvement of the Terms and Conditions of Service and other Reforms for Members of the NPS, KPS, and NYS appointed by His Excellency Hon. William Samoei Ruto, PhD., C.G.H. President of the Republic of Kenya and Commander-in-Chief of Defence Forces to among other issues:

a) identify the legal, policy, administrative, institutional and operational constraints on effective service delivery by NPS, KPS and NYS;

b) identify and recommend legal, policy, administrative, institutional and operational reforms in NPS, KPS and NYS for effective service delivery;

c) review and recommend improvement of terms and conditions of service of officers in all cadres of NPS; KPS and NYS;

d) review and recommend improvement of matters relating to the welfare of officers in all cadres of NPS, KPS and NYS, and all other matters incidental to the optimal service delivery by the NPS, KPS and NYS; and

e) review and make recommendations on any other matter incidental to improved terms and conditions of service and other reforms in NPS; KPS and NYS.

To give effect to the implementation of the recommendations of the Taskforce, the Strategic Framework (SF) for the Implementation of Reforms in the NPS, KPS, and NYS has been formulated through a participatory process involving the Services and their stakeholders. A comprehensive review of the previous reforms processes in the three Services was undertaken to identify achievements, gaps and in implementation, challenges experienced and lessons learnt. It aims to provide an integrated approach to reform priorities in a strategic and coordinated manner to ensure coherence among reform institutions.

While building on the recent positive developments, the SF recognizes that the three (3) Services operate in a changing environment influenced by external and internal socio-economic, legal and political factors, which directly and indirectly impact on their operations. The achievement of the SF objectives will largely depend on how the three Services enhance their internal strengths, exploits the existing opportunities, manages weaknesses, while controlling those factors that pose a threat to the achievement of planned activities.

Vision

Efficient and Responsive Services .

Mission

To spearhead implementation of improved terms and condition of service and other reforms for the National Police Service, Kenya Prisons Service and National Youth Service through coordination, monitoring, evaluation and reporting.

Strategic Goal

Strengthen NPS, KPS and NYS to deliver effective and efficient services.

Strategic Objectives

a) To increase capacity for internal and external accountability, transparency, and prevention of corruption
b) To strengthen policy, legislative and institutional framework
c) To develop a comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment
d) Development and implementation of modernization plan to improve operational preparedness, logistical capacity, tooling and kitting.

The implementation of this SF requires collaboration from various partners, including the Ministry of Interior and National Administration (MoINA), Ministry of Public Service, Performance and Delivery Management (MoPSP&DM), The National Treasury (TNT), Salaries and Remuneration Commission (SRC), National Police Service Commission (NPSC), Independent Policing Oversight Authority (IPOA), Public Service Commission (PSC), National Youth Service Council (NYSC), Judiciary, Citizens, Ethics and Anti-Corruption Commission (EACC), and other agencies.

The Ministry of Interior and National Administration will co-ordinate the implementation of the SF and the NPS, KPS, and NYS will be responsible for the actual implementation of this Framework, while other ministries, departments, and agencies will support the process.

The SF will require **Ksh 106 Billion** in financial resources to implement and the funds will be mobilized from the National Treasury, Development Partners, and Public-Private Partnerships.

The SF's Monitoring, Evaluation, and Reporting Framework will involve a systematic process of collecting and analyzing information based on the indicators, targets and provision of feedback. These results will be used to make corrective actions, improve activity implementation and inform future plans.

The SF is organized into eight chapters addressing different thematic areas as follows: Chapter One on Introduction; Chapter Two on Reforms and Transformation Agenda; Chapter Three on Situational Analysis and Stakeholders Analysis; Chapter Four on Strategic Issues, Goals and Key Results Areas, Chapter Five on strategic Objectives and Strategies, Chapter Six is on Implementation and Coordination Framework; Chapter Seven on Resource Requirements and Mobilization Strategy and Chapter Eight on Monitoring, Evaluation and Reporting Framework.

Chapter One: Introduction

Overview

The National Taskforce on Improvement of the Terms and Conditions of Service and other Reforms for Members of the National Police Service (NPS), Kenya Prisons Service (KPS) and National Youth Service (NYS) was appointed by H.E Hon. William Samoei Ruto, PhD., C.G.H President of the Republic of Kenya and Commander-In-Chief of the Defence Forces to identify the legal, policy, administrative, institutional, and operational constraints on effective service delivery by the NPS, the KPS and NYS and to review the welfare and the terms and conditions of services for the members of the three Services.

To give effect to the implementation of the recommendations of the Taskforce, this SF for the Implementation of Reforms in the NPS, KPS and NYS has been formulated. It aims to provide an integrated approach to reform priorities in a strategic and co-ordinated manner to ensure coherence among reform institutions.

The Context of the Strategic Framework

The SF has been developed taking into consideration the National and International commitments. These include: Constitution of Kenya, Kenya Vision 2030 Fourth Medium Term Plan 2023 – 2027, Bottom-Up Economic Transformation Agenda **(BETA),** United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063, and East Africa Community Vision 2050, **ILO Conventions and other international conventions to which Kenya is a signatory.** Consideration has also been made on the legal and institutional frameworks of the NPS, KPS and NYS.

United Nations 2030 Agenda for Sustainable Development

The United Nations 2030 Agenda for Sustainable Development provides seventeen (17) goals as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. Under this SF the role of NPS, KPS and NYS contributes to the achievement of goals 1, 2, 3, 4, 5, 8, 10 and 13, 16.

African Union Agenda 2063

The African Union Agenda 2063 is a strategic framework aimed at transforming the continent into a global socio-economic powerhouse. The agenda emphasizes on good governance, democracy, respect for human rights, justice and the rule of law, peaceful and secure Africa, realization of a strong cultural identity, common heritage, values and ethics. Under this SF the NPS, KPS and NYS align themselves with aspirations 1, 3, 4, and 6.

East Africa Community Vision 2050

The East African Community (EAC) Vision 2050 articulates the Community's desired future state and it serves as a framework around which EAC should commit to achieve the desired economic and social development. Under this SF the NPS, KPS and NYS will contribute to the achievement of security in the achievement of the region's economic

transformation, agriculture, food security, and rural economy; natural resources and environment management; infrastructure development; and industrialization as espoused in the vision.

Constitution of Kenya

The SF will be implemented within the context of the Constitutional tenets. It underscores the importance of all articles in the Constitution by embracing a robust and progressive governance framework, enhance democracy and rule of law, and promote transparency and accountability in the public service. More importantly, the values and principles of public service form the basis of this SF.

Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

The Kenya Vision 2030 has guided development since 2008. Implementation of the Vision 2030 has been through successive five-year Medium-Term Plans (MTPs). The Fourth Medium Term Plan (MTP IV) has been aligned to the aspirations of the Kenya Vision 2030 and the Government Bottom-Up Economic Transformation Agenda (BETA) planning approach and its key priorities.

The Bottom-up Economic Transformation Agenda (BETA) acknowledges that democratic policing and respect to the rule of law are necessary to improve development by ensuring safe, secure and fair environments for work, investment, participation in national affairs and enjoyment of lives. BETA recognises that providing political will is necessary for security sector reform and security sector reforms efforts must not be wound back.

This SF has proposed reforms and transformation of the NPS, KPS and NYS to deliver effective and efficient services will support the implementation of the MTP IV development priorities particularly in the Social sector, Governance and Public Administration sector.

Legal and Institutional Framework
National Police Service

The National Police Service (NPS) is established under Article 243 of the Constitution of Kenya 2010. Its composition, functions and powers are set out in the National Police Service Act, 2011. Other relevant key legal instruments include the National Police Service Commission Act, the Independent Police Oversight Authority Act and the NPS Standing Orders.

Kenya Prisons Service

The Kenya Prisons Service (KPS) derives its mandate and functions from the Prisons Act CAP 90 and Borstal Institutions Act CAP 92, Laws of Kenya and KPS Standing Orders. Other relevant key legal instruments include the Probation of Offenders Act, and Community Service Orders Act.

National Youth Service

The National Youth Service (NYS) derives its mandate and functions from the National Youth Service Act, 2018. Other relevant key legal instruments include State Corporation Act and Service Standing Orders.

Methodology for developing the Strategic Framework

The SF is a result of detailed technical assessments undertaken by Agencies and Departmental Technical Committees, established specifically for the implementation of reforms in the NPS, KPS and NYS, namely: Police Reforms; Prisons Reforms and National Youth Service Reforms. The work of these Committees has been further informed by the work of the Interagency Coordination Committee (IACC), which have broader membership.

The SF was prepared through the initiative of the NSC who appointed the Interagency Coordination Committee and Departmental Technical Committees that unpacked the Report of National Taskforce on Improvement of the Terms and Conditions of Service and other Reforms for Members of the NPS, KPS and NYS. The Committee received proposals on Vision, Mission, Strategic Objectives, Strategic Issues and Key Results Areas from agencies and stakeholders and prepared the initial draft.

The initial SF draft was prepared as per the Revised Guidelines on the Preparation of the Fifth Generation Strategic Plan 2023 – 2027 incorporated Vision 2030 Fourth Medium Term Plan 2023 – 2027 and Government Bottom-Up Economic Transformation Agenda (BETA for Inclusive Growth priorities.

The draft SF was circulated to relevant Ministries, Departments and Agencies (MDAs) and key stakeholders for review and input which were incorporated. The SF was validated and submitted to the NSC before, adoption and publication.

Chapter Two: Strategic Direction of Reforms and Transformation Agenda

Overview

This Chapter outlines the reforms and transformation agenda for the NPS, KPS and NYS. The Cabinet Secretary, Ministry of Interior and National Administration shall establish the National Steering Committee (NSC) to coordinate the implementation of reforms under this SF.

Mandate

The mandate of the National Steering Committee (NSC) shall include the following:

i. Coordinate, supervise and provide technical guidance and facilitation for the implementation of the reforms and ensure that such implementation is consistent with Government policy objectives

ii. Review, identify quick wins and prioritise recommendations contained in the National Taskforce Report for immediate implementation

iii. Mobilize resources from national and international sources for implementation of the reforms

iv. Prepare and submit to the Cabinet Secretary, monthly and quarterly status report on reforms

v. Carry out or cause to be carried out such studies or research/learning exchange as it may consider appropriate for the performance of its functions.

vi. Sustain, monitor and evaluate the progress and momentum of the reforms.

Vision

Efficient and Responsive Services.

Mission

To spearhead implementation of improved terms and condition of service and other reforms for the National Police Service, Kenya Prisons Service and National Youth Service through coordination, monitoring, evaluation and reporting.

Strategic Goal

Strengthen NPS, KPS and NYS to deliver effective and efficient services.

Core Values

The following core values drive the culture of reforms and transformation agenda: *Patriotism; Professionalism; Teamwork; Integrity; Inclusivity and; Accountability.*

Quality Policy Statement

The Government is committed to the reforms in the NPS, KPS and NYS for effective and efficient service delivery.

Chapter Three: Situational Analysis and Stakeholders Analysis

Overview

This chapter provides situational analysis of both internal and external environments. The external environment–focuses on political, environmental, social, technological, economical and legal factors followed by a tabulated summary of opportunities and threats. The internal environment provides assessment of the Services governance and administrative structures, internal business processes, and resource and capabilities. A summary of weaknesses and strength on the internal environment is then provided.

Situational Analysis

External Environment

A summary of the major external environment that may have implications on the implementation of the reform and transformation agenda is shown in **Table 1.**

Table 1: Summary of the major external environment

Factor	Description
Political Factors	The political stability in the country has a significant impact on the SF. Changes in government, policies, and regulations can influence the implementation effectiveness of the SF.
	The government's priorities, such as national security, law enforcement, and public safety, will directly affect resource allocation for implementation of the SF.
Economic Factors	Inflation and deflation leads to price variations affecting procurement of goods and services and cost of living.
	The overall economic growth plays a crucial role in the implementation of the SF, as it determines the availability of financial resources for activities.
	High levels of unemployment and poverty can contribute to social unrest and crime rates.
	The availability of funding for the SF may be limited due to fiscal constraints, budgetary limitations, or competing demands from other sectors.
Social-cultural Factors	Some stakeholders may have concerns, differing perspectives, reforms fatigue, or conflicting interests with certain aspects of reforms. NSC will engage in dialogue, consultation, and collaboration with these groups with a view to address their concerns and build trust to ensure seamless implementation of reforms.
	Enhanced citizen's awareness on reforms may have a positive effect in the implementation of the SF. The NSC will undertake communication and public outreach to ensure that citizens are well-informed, engaged, and supportive of reforms.
Technological Factors	NPS, KPS and NYS plans to leverage on technology by developing online and mobile applications for real-time data gathering and implementing machine learning for automated analysis, aiming to swiftly process information and identify complex patterns. Cloud-based storage ensures data accessibility and integrity, while blockchain initiatives bolster security.

Factor	Description
	Emerging Artificial Intelligence, machine learning and big data analytics will continue to revolutionize innovations. Adoption and utilization of advanced information communication technology (ICT) will improve service delivery.
	With increased reliance on technology, the Services need to address cyber security threats and ensure the protection of sensitive information, critical infrastructure, and digital systems from potential attacks. Cyber threats may lead to botched operations due to compromised information security therefore reduced service delivery.
Environmental Factors	The climate change shocks and impacts are expected to deepen in the foreseeable future
	The environmental pressure due to resource depletion, biodiversity loss and pollution is expected to be a cause of conflict and public health crisis; and
	Heightened global, continental and national climate action agenda
Legal Factors	Failure to review laws and regulations may compromise the reforms and transformation agenda.

Summary of Opportunities and Threats

Based on the external environment analysis, a summary of the emergent opportunities and threats is provided in **Table 2.**

Table 2: Summary of Opportunities and Threats

Factors	Opportunities	Threat
Political Factors	Existence of political goodwill for effective implementation of reforms	Vested political interests affecting effective implementation of reforms
Economic Factors	Public Private Partnership	Over-reliance on exchequer funding
	Resource Mobilization Strategy	Global economic shocks
	The Bottom-up Economic Model	Foreign exchange crisis
	Positive impact of globalization	Supply chains disruptions due to prevailing conflicts between nations
Social-cultural Factors	Highly engaging, informed, and active public	Perfunctory attitude by section of the public towards government development
	A diverse and resilient society	
	A vibrant, productive and proactive youth population	Breakdown of social structures and erosion of social values
		Systemic corruption
Technological Factors	Digitization of Services	Emerging crime trends such as cybercrimes
	Availability of technical institutions locally	Low adoption of ICT
	Availability of new technologies and advanced devices/equipment	Cyber insecurities
Environmental Factors	Climate Change initiatives / Presidential directive on the national 15B tree growing campaign in climate mitigation	Impact of climate change on environmental degradation and destruction of development infrastructure

Factors	Opportunities	Threat
	Carbon financing through advocacy through partnerships	Climate change/Resource based conflicts
Legal Factors	Legislative Reforms/Criminal Justice Sector Reforms	Slow development pace, review and implementation of laws and policies.
	Existence of the State Departments for Parliamentary Affairs that can help in fast tracking the legislative agenda	Existing legislative gaps

Internal Environment

A summary of the major internal environment that might have implications on the implementation of the reform and transformation agenda is shown in **Table 3.**

Table 3: A summary of the major internal environment

Component	Description
Governance and Administrative Structures	NPS, KPS and NYS governance and administrative structures are guided by existing policy, legal, executive orders, regulatory framework and circulars that are issued from time to time.
	NPS, KPS and NYS have organizational structures however the organizational cultures are not well defined
	There are inadequate linkages and partnerships with key stakeholders.
Internal Business Processes	NPS, KPS and NYS have well documented internal business processes systems, and standard operating procedures. Reforms will require digitization of records and digitization of services, establishment and development of various modern information management systems that among others ensures real time dissemination.
	The management of human resources at NPS, KPS and NYS will be guided by the HR policies and procedures manual.
Resources and Capabilities	NPS, KPS and NYS rely on financial resources from the exchequer to deliver on their mandates. These financial resources from the Government of Kenya are limited and not sufficient to meet the financial requirements of the Services to adequately deliver on their mandate. NSC should formulate resource mobilization strategies including but not limited to lobbying for additional resources from the exchequer; engagement of bilateral and multilateral development partners and enhancing synergies with other MDAs.

Summary of Strengths and Weaknesses

The internal environment encompasses governance and administrative structures; internal business processes; resources and capabilities. The analysis of internal environment helps in identifying areas of strengths and/or weaknesses in NPS, KPS and NYS as far as reforms and transformation agenda. A summary of the strengths and weaknesses for the NPS, KPS and NYS as far as reform and transformation agenda is concerned is shown in **Table 4.**

Table 4: A Summary of Strengths and Weaknesses

Component	Strength	Weaknesses
Governance and Administrative Structures	Clear mandate and availability of policy and legal framework	Endemic Corruption
	Stakeholders engagement	Policy and legislative gaps
	Clear organizational structure and operational policies	Inadequate operational policies and procedures
		Inadequate corporate culture
Internal Business Processes	Adoption of Management Information Systems	Inadequate automation of processes Slow uptake and adoption of ICT in service delivery
	Existence of properly defined Standard Operating Procedures	Inadequate training
	Commitment to stakeholders	Weak organizational structures
		Weak M&E framework
Resources and Capabilities	Skilled workforce/Diverse skill set	Inadequate funding
	Strategic Partnerships	Inadequate staffing
	Nationwide presence	Inadequate motor vehicles for supporting operations
	Multi-disciplinary pool of human resource	Inadequate office working space
		Limited ICT equipment and connectivity infrastructure

Analysis of Past Reforms and Transformation Agenda

There have been several previous efforts to undertake comprehensive and transformational reforms in NPS, KPS and to a limited extent NYS. These reforms have been driven by internal demands for transformation and in other cases, triggered by external need for transformation.

Key Achievements

Previous reforms and transformation agenda for the NPS, KPS and to a limited extent NYS have realized a number of set goals, namely:

i. Improvement in the command structure and system for efficient administration of the Services

ii. Improvement in coordination and facilitation in the development and implementation of key policies, regulations and guidelines affecting the Services.

iii. Improvement in staff welfare, relations and development and increased productivity.

iv. Modernization has enhanced operations and mobility across the three Services through purchase and leasing of assorted motor vehicles.

v. Improvement in security in penal institutions through construction of perimeter walls and installation of CCTV cameras.

vi.   Enhancement of capacity development through recruiting, training and deploying uniformed officers and civilian staff (chaplains).

vii. Improvements in staff welfare through construction of referral hospitals, provision of comprehensive insurance cover and medical insurance cover to officers and construction of staff houses.

viii. Strategic operations, management systems and processes have improved across the three Services

Challenges

Despite achieving some key milestones, the previous reforms and transformation agenda fell short of most of the targets. Several challenges hindered the successful implementation. These included:

i.   Inadequate financial resources

ii.   Ageing and inadequate equipment, infrastructure and tools;

iii. Inadequate personnel- both uniformed and civilian staff.

iv.   Low motivation and morale among staff due to poor terms and conditions of service

v.   Resignation/exit of skilled officers in search for greener pastures.

vi.   Lack of technical training of officers in the use of tactical equipment procured

vii. Inadequate psycho-social support to police officers

viii. Increasing incidence and sophistication of crime

ix.   Climate change induced resource conflicts and crimes

x.   Inadequate integration of ICT in police operations

xi.   Inadequate policy, legal and institutional framework

Lessons Learnt

From the above, the following are some valuable lessons learnt:

i.   Improved staff welfare, terms and conditions of services would attract and retain officers in the Services.

ii.   Enhancing the capacity, decentralizing services to the counties will improve service delivery.

iii. Top level ownership and leadership of reforms is key to achieving the desired results for security sector.

iv.   The inter-agency approach to coordination of reform agenda is critical in creating synergy of action for impact. Similarly, allowing relevant departments lead in implementation enhances internal ownership and creates traction for reforms at institution level

v.   Generating consensus among institutions on reform agenda is important step if reform process is to proceed successfully.

vi.   Appointing dedicated personnel to spearhead various reform agendas helps to maintain continuity and build institutional memory important for the success of reforms

vii.   Awareness of reform limitations and concentrating on quick wins in order to realise the long-term reform objectives

viii.   Have a clearly agreed upon monitoring, evaluation, research and learning framework with clear timelines for targets if reform progress is to be measured in a more effective way

ix.   Failure to grade housing led to challenges in allocation of houses to officers. In addition, complex aspects of separating utilities (water and electricity) significantly affected the implementation of policies on housing. There is need for an inter-agency/ ministerial plan with clear pathways to address such obstacles

x.   Staff welfare and terms and conditions were easily crowded by other reform priorities especially where there was no clear and balanced approach to designating resources for reforms

xi.   Strengthening partnerships and cooperation with stakeholders is important in enhancing resource mobilization for implementation of policies, programs and projects.

Stakeholder Analysis

The implementation of this SF will require concerted efforts from all partners through mutually beneficial collaborations. The analysis of key stakeholders is presented in **Table 5.**

Table 5: Stakeholders Analysis

No	Stakeholders	Role	Expectation of the Stakeholder	Expectation of NPS, KPS and NYS
	Ministry of Interior and National Administration	Providing policy direction for NPS and KPS	- Adhere to the Rule of Law - Sharing of information - Protect and promote human rights and fundamental freedoms - Periodic reporting - Align with the National Government Agenda - Joint operations - Joint training and capacity building	- Provide policy direction and leadership - Advocacy for enabling policies and laws in Parliament - Joint security operations - Joint training and capacity building - Sharing of information
	Ministry of Public Service, Performance and Delivery Management	Providing policy direction for NYS transition to Disciplined Services	NYS to be part of the Disciplined Services	Provide leadership in transition of NYS from a State Corporation to be part of the Disciplined Services

No	Stakeholders	Role	Expectation of the Stakeholder	Expectation of NPS, KPS and NYS
	The National Treasury and State Department for Economic Planning	• Provision of budgetary resources for implementation of this SF • Timely preparation of budgets and procurement plans • Account for allocated resources	• Annual budget planning • Conceptualization, formulation and prioritization of projects and programmes • Timely provision of periodic reports on budget implementation • Prudent utilization of allocated funds	• Adequate budgetary allocation to the Services • Timely release of Exchequer funds to the Services • Mainstream reform issues in National Planning. • Support in resource mobilization • Technical and advisory support • Objective feedback
	Ministry of Information, Communication and Digital Economy	Support NPS, KPS and NYS on automation	• Safeguard ICT infrastructure across the country • Mapping out digitization requirements	• Develop ICT policies and guidelines • Lead in the development and deployment of ICT solutions • Internet connectivity
	NPSC/Public Service Commission/ NYS Council	Provide human resources for Plan implementation	• Execution of statutory mandate • Develop and implement policing policies, regulations and guidelines • Improve services • Handle disciplinary process • Implement Career Progression Guidelines • Receive periodic reports from the Services on HR matters handled by the Services • Compliance with policies and regulations	• Full operationalization of statutory mandate and functions in human capital management. • Improve terms and conditions of service • Develop and review human resources policies, regulations and guidelines
	SRC	Provide advise on salaries and remuneration	Uniform application of norms and standards on salaries and allowances	Adherence to the set standards and norms on salaries and remuneration
	IPOA	Provide oversight accountability over the National Police Service	• Implementation of the statutory oversight mandate • Develop the oversight module for inclusion in the NPS Training Curriculum • Drafting of the requisite amendment to the IPOA Act • Develop complaints handling mechanism arising from the National Forensic Laboratory. • Collaboration with the NPS and NPSC	• Full implementation of external accountability over NPS • Clarity on mandate between NPS and IPOA through amendment of the two legislations

No	Stakeholders	Role	Expectation of the Stakeholder	Expectation of NPS, KPS and NYS
	Judiciary	Adjudicate on criminal and civil matters presented before courts	• Adherence to the Rule of Law • Collaboration and cooperation in the criminal justice process	• Interpretation of the law • Fair and timely administration of justice
	Citizens	Cooperate and provide information	• Protection of life and property • Maintain law and order • Adherence to the rule of law • Timely response to national emergencies and disasters	• Compliance with laws and regulations • Share information • Report misconduct
	EACC	Collaborate with NPS, KPS and NYS in deterrence and investigation of corruption related cases	• Adhere to the Rule of Law • Sharing of information • Protect and promote human rights • Joint training and capacity building • Collaboration and cooperation in operations • Joint investigations for economic crimes and corruption	• Sharing of information • Joint training and capacity building • Collaboration and cooperation in operations • Joint investigations for economic crimes and corruption
	MDAs	Cooperate with and complement NPS, KPS and NYS	• Sharing of information • Protect and promote human rights • Support in implementation of Government programs	• Sharing of information • Joint training and capacity building • Collaboration in operations • Joint implementation of programs
	County Governments	Support NPS, KPS and NYS in implementation of government programmes	• Protect life and property • Adhere to the Rule of Law • Support in joint operations • Sharing of information • Observe fairness, professionalism, integrity, transparency, accountability	• Enact laws • Collaboration and Cooperation to support operations • Sharing of information • Support in joint operations
	Suppliers	Provision and supply of goods, works and services to NPS, KPS and NYS	• Timely payments for the goods, works and services supplied • Compliance with public procurement laws and ethical practices	• Provide quality goods, works and services • Fair pricing of goods, works and services • Timely delivery of goods, works and services. • Compliance with public procurement laws and ethical practices
	The Media	Dissemination of information and aiding public education	• Uphold good image of the NPS, KPS and NYS • Provide information, awareness and sensitization • Sharing of information	• Provide accurate information to the public • Promote positive image • Share information

No	Stakeholders	Role	Expectation of the Stakeholder	Expectation of NPS, KPS and NYS
	Civil Society Organization (Non-Governmental Organizations (NGOs), Faith-Based Organizations (FBOs), Community-Based Organizations (CBOs))	Sensitize and support the NPS, KPS and NYS in adherence to the rule of law and respect for human rights	• Maintenance of law and order. • Sharing of information • Protect and promote human rights and fundamental freedoms • Collaboration and cooperation in security operations	• Advocacy and Lobbying • Sharing of information • Protect and promote human rights and fundamental freedoms • Partnership in reforms • Sensitization and awareness creation • Provision of training and capacity building
	Academia & Research Institutions	• Publicize information on NPS, KPS and NYS reforms • Collaboration with NPS, KPS and NYS	• Sensitization on reforms • Provide periodic communication on progress and status of reforms • Provide linkages between Academia and NPS, KPS and NYS	• Providing training and capacity building • Undertake research on matters of public interest • Sharing of information and research findings • Innovation
	Development Partners	Support the implementation of reforms in the NPS, KPS and NYS	• Provide information on NPS, KPS and NYS reforms • Create linkages with the Government • Responsive and accountable utilization of funds • Provide update information on reforms	Financial and technical support to National Steering Committee

Chapter Four: Strategic Issues, Goals and Key Results Areas

Overview

This Chapter identifies strategic issues that require attention by the NSC. It presents a description of such issues, corresponding goals and Key Result Areas (KRAs). The strategic issues, goals and KRAs will anchor the strategic objectives and strategies for the NSC.

Strategic Issues

From the analysis of external and internal environments; stakeholder analysis; and analysis of previous reforms processes four strategic issues have been identified. They include:

   i. Leadership, Oversight and Accountability
  ii. Institutional Capacity Development
 iii. Human Resource Management and Development
  iv. Operational Preparedness and Logistical Capacity.

Leadership, Oversight and Accountability

Leadership plays an important role in ensuring that the Services are efficient, effective, ethical, professional, transparent and accountable in delivery of services. The vision for reforms and transformation requires the Services adherence to good governance and leadership: professionalism; accountability; respect for the rule of law; observance of public service values; and responsiveness to citizen's needs. Strengthening leadership requires the Services to increase capacity for internal and external accountability, transparency, and prevention of corruption.

To increase capacity for internal and external accountability, transparency, and prevention of corruption, the Services will:

   i. Strengthen internal and external oversight mechanisms
  ii. Improve performance management and productivity
 iii. Improve service delivery
  iv. Inculcate culture and attitudinal change.

Institutional Capacity Development

The capacity of the Services to deliver on their mandates requires supportive institutional and organizational environment. Such environment should constitute appropriate policy, legal and institutional framework as well as administrative and operational structures. Institutional capacity is central to ensuring sustained improvement in service delivery. It requires organizational structures that are aligned to the respective mandates to avoid duplication and overlaps of functions. Institutional capacity development requires organizations to continually strengthen their policy, legislative and institutional framework to delivery services efficiently and effectively.

To strengthen policy, legislative and institutional framework, the Services will:

   i. Strengthen policy Framework
  ii. Strengthen legal Framework
 iii. Strengthen institutional framework.

Human Resource Management and Development

Human resource is the engine that drives the socio-economic transformation of the country. For the human resource to effectively steer the reform and transformation process, there is need to develop a comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment. Improvement in human resource management and development will not only ensure efficiency in service delivery; but also attract, develop and retain highly skilled, diverse, inclusive and motivated staff.

To develop a comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment, the Services will:

i. Improve terms and conditions of service, salary and benefits
ii. Enhance career and succession management
iii. Develop comprehensive welfare policies and schemes
iv. Strengthen human resource management
v. Strengthen disciplinary control and management
vi. Enhance professional standards, training and human rights protection
vii. Automate human resources functions for effective service delivery
viii. Enhance gender mainstreaming, prevention of sexual harassment and gender based violence.

Operational Preparedness and Logistical Capacity

The Services have to continually modernize to improve their operational preparedness, logistical capacity, tooling and kitting. However, modernization is an ongoing and continuous process which requires planning, budgetary allocation and sufficient funding. The tooling, logistical and technological capacity of the Services needs a comprehensive review to bring them to international standards. There is also need for the Services to adopt ICT systems and exploit the opportunities provided by the computer-based technologies in the most effective way.

To improve their operational preparedness, logistical capacity, tooling and kitting, the Services will:

i. Develop modernization master plan and strategy
ii. Establish modernization fund and budget vote head
iii. Implement modernization projects and activities.

Key Results Areas

The KRAs identified by the NSC are linked to the strategic goals as shown in Table 6

Table 6: Key Results Areas, Strategic Objectives and Strategies and Outcome

Strategic Goal	Strengthen NPS, KPS and NYS to deliver effective and efficient services		
Key Result Areas	**Reform Objectives**	**Strategies**	**Outcome**
1. Leadership, Oversight and Accountability	Increasing capacity for internal and external accountability, transparency and prevention of corruption	• Strengthen internal and external oversight mechanisms • Improve performance management and productivity • Improve service delivery • Inculcate culture and attitudinal change	• Improved governance and Leadership • Improved Service Delivery • Improved Public Confidence
2. Institutional Capacity Development	Strengthening policy, legislative and institutional framework	• Review and develop policy Framework • Review and develop legal Framework • Review and develop institutional framework	• Policy, legal and institutional frameworks developed.
3. Human Resource Management and Development	Comprehensive framework for improvement of welfare, terms and conditions of service, work and living environment	• Improve terms and conditions of service, salary and benefits • Enhance career and succession management • Develop comprehensive welfare policies and schemes • Strengthen human resource management • Strengthen disciplinary control and management • Enhance professional standards, training and human rights protection • Automate human resources functions for effective service delivery	• Enhanced Human Resource capacity • Enhanced staff morale and retention. • Improved staff inclusivity •
		• Enhance gender mainstreaming, prevention of sexual harassment and gender-based violence	

Strategic Goal	Strengthen NPS, KPS and NYS to deliver effective and efficient services		
Key Result Areas	Reform Objectives	Strategies	Outcome
4. Operational Preparedness and Logistical Capacity	Developing and implementing modernization programme	· Develop Modern-ization Master Plan/ Strategy · Establish Modern-ization Fund · Implement mod-ernization projects	· Enhanced Opera-tional Capacity · Improved Service Delivery ·

Chapter Five: Strategic Objectives and Strategies

Overview

This Chapter outlines the Key Result Areas (KRAs), strategic objectives and strategies that will guide implementation of reforms and transformation in the NPS, KPS and NYS.

Strategic Objectives

The SF has identified strategic objectives for each of the Key Result Areas and strategies as shown in **Table 7**.

Table 7: Strategic objectives, strategies and activities

Strategic Goal	Strengthen NPS, KPS and NYS to deliver effective and efficient services	
Key Result Areas	**Strategic Objectives**	**Strategies**
1. Leadership, Oversight and Accountability	Increasing capacity for internal and external accountability, transparency and prevention of corruption	i. Strengthen internal and external oversight mechanisms ii. Improve performance management and productivity iii. Improve service delivery iv. Inculcate culture and attitudinal change
2. Institutional Capacity Development	Strengthening policy, legislative and institutional framework	i. Strengthen policy Framework ii. Strengthen legal Framework iii. Strengthen institutional framework
3. Human Resource Management and Development	Comprehensive framework for improvement of welfare, terms and conditions of service, work and living environment	i. Improve terms and conditions of service, salary and benefits ii. Enhance career and succession management iii. Develop comprehensive welfare policies and schemes iv. Strengthen human resource management v. Strengthen disciplinary control and management vi. Enhance professional standards, training and human rights protection vii. Automate human resources functions for effective service delivery viii. Enhance gender mainstreaming, prevention of sexual harassment and gender-based violence
4. Operational Preparedness and Logistical Capacity	Developing and implementing modernization programme	i. Develop Modernization Master Plan/ Strategy ii. Establish Modernization Fund iii. Implement modernization projects

Strategic choices

Strategic choices are the means which the Services will pursue to realize the formulated strategies objectives. Due consideration has been made of the strategic issues, goals and the corresponding KRAs. Table 8 provides the strategic objectives and their respective strategies and activities for each of the four KRAs.

Table 8 : Strategic objectives, Strategies and Activities

Strategic Goal	Strengthen NPS, KPS and NYS to deliver effective and efficient services		
Key Result Areas	Strategic Objectives	Strategies	Activities
1. Leadership, Oversight and Accountability	Increasing capacity for internal and external accountability, transparency and prevention of corruption	Strengthen internal and external oversight mechanisms	i. Developing administrative orders and directives to facilitate internal oversight functions, processes and mechanism ii. Developing administrative orders and directives to facilitate external oversight functions, processes and mechanism iii. Decentralization of internal oversight functions, processes and mechanisms iv. Decentralization of external oversight functions, processes and mechanisms v. Capacity building and sensitization on internal oversight functions vi. Capacity building and sensitization on external oversight function vii. Review of internal and external oversight mandates, functions and responsibilities viii. Review of internal and external complaint handling mechanism
		Improve performance management and productivity	i. Review and develop integrated result-based performance management systems aligned to mandate ii. Implement performance management system, standards and performance contracting
		Improve service delivery	i. Develop/Implement service delivery reforms and transformation ii. Develop/Implement Community Outreach Programmes/ Community Policing Strategy
		Inculcate culture and attitudinal change	i. Develop/Implement change management plan ii. Develop/Implement Anti-Corruption Policy iii. Develop/Implement Communication Strategy

Strategic Goal	Strengthen NPS, KPS and NYS to deliver effective and efficient services		
Key Result Areas	Strategic Objectives	Strategies	Activities
2. Institutional Capacity Development	Strengthening policy, legislative and institutional framework	Strengthen policy Framework	i. Develop/Enact National Policing Policy/Sessional Paper on Policing and Reforms ii. National Treasury Circular on Security Sector Budget Working Group (Incorporating NPS, KPS and NYS into Security Sector for purposes of budgeting process) iii. Develop/Enact Kenya Correctional Services Policy/Sessional Paper on Prisons and Reforms iv. Develop/Enact National Youth Service Policy/Sessional Paper on National Youth Service v. Develop/Enact Discipline and Security Services Uniform Policy vi. Develop/Review Community Policing Policy and Guidelines
		Strengthen legal Framework	i. Develop/Enact Statute Law (Miscellaneous Amendment) Bill to make reforms and various amendments to NPS Act, NPSC Act, IPOA Act including establishment Directorate of Criminal Investigations Service ii. Review of NPSC Conduct of Business and Affairs of the Commission iii. Initiate a negotiated or any other legal recognized modality to exit the current commissioners for NPSC iv. Develop/Enact National Forensic Laboratory legislation v. Develop/Enact National Uniform Committee Bill vi. Develop/Enact Disciplined and Security Services Salary and Remuneration Advisory Board Bill vii. Develop/Enact Independent Vetting Panel Bill viii. Develop/Enact Kenya Correctional Services Bill ix. Review National Youth Service Act x. Review of Prisons Act Cap 90, Borstal Act Cap 92 and Community Service Order Act Cap 93

Strategic Goal	Strengthen NPS, KPS and NYS to deliver effective and efficient services		
Key Result Areas	**Strategic Objectives**	**Strategies**	**Activities**
		Strengthen institutional framework	i. Review organizational structure to eliminate duplications and overlapping functions ii. Review Units/Formations and Components to eliminate duplication and overlapping functions iii. Review Ranking Structure iv. Review Command and Reporting Structure v. Review/Develop and Approve Staffing Establishment vi. Establish new Reform Institutions/Committees/Boards vii. Establish/Operationalize Reform Units
3. Human Resource Management and Development	Comprehensive framework for improvement of welfare, terms and conditions of service, work and living environment	Improve terms and conditions of service, salary and benefits	i. Implement the salary increase in three phases ii. Implement new allowance system and rates iii. Develop and implement new pay grades and basic salary structure for non-uniformed members of NPS iv. Review hardship areas and align with other government agencies
3. Human Resource Management and Development	Comprehensive framework for improvement of welfare, terms and conditions of service, work and living environment	Enhance career and succession management	i. Develop Staff Succession Plan ii. Review/Develop Career Progression Guidelines/Scheme of Service
		Develop comprehensive welfare policies and schemes	i. Review/Develop and Implement: welfare policy; housing policy; medical, mental and healthcare policy; compensation scheme of officers injured in the course of duty; reward and recognition scheme; medical insurance scheme policy; contributory medical insurance fund scheme for retired officers; exit management policy; chaplaincy policy; counseling policy; and officers living with disability policy ii. Negotiate and enhance Group Life Cover/Work Injury Benefits Act (WIBA) and Group Personal Assurance (GPA) iii. Monitor staff medical insurance cover services

Strategic Goal	Strengthen NPS, KPS and NYS to deliver effective and efficient services		
Key Result Areas	Strategic Objectives	Strategies	Activities
			iv. Audit medical insurance scheme v. Timely compensation of officers injured in the course of duty vi. Develop and Implement Early Childhood Development and Education (ECDE) framework vii. Engage Ministry of Housing to consider setting aside a percentage of the affordable housing for officers viii. Undertake pre-retirement training program for officers above 55 years
		Strengthen human resource management	i. Undertake Human Resource Planning ii. Review human resource management practices, process and procedures including recruitment, selection, appointment, confirmation, deployment, transfer, and promotions process – HR Policies and Procedures Manual iii. Review/Develop Human Resource Management Policy iv. Review/Develop NPR Recruitment and Management Policy (NPS) v. Recall Delegation of Human Resource Management Functions (NPS) vi. Review Delegation of Human Resource Management Instruments (KPS and NYS) vii. Decentralize human resource management functions and services viii. Review staff establishment ix. Review job evaluation and job descriptions x. Undertake human resource planning/audit and compliance framework xi. Develop and implement psychometric and aptitude tools xii. Audit deployments, transfers and promotions xiii. Develop/implement competitive promotion framework xiv. Develop and implement human resource audit framework xv. Comprehensive review of Human Resource Regulations (Recruitment and Appointment, Transfer & Deployment, Vetting)

Strategic Goal	Strengthen NPS, KPS and NYS to deliver effective and efficient services		
Key Result Areas	Strategic Objectives	Strategies	Activities
		Strengthen disciplinary control and management	i. Review and implement the disciplinary process, structures and determination of appeals and review ii. Develop manual providing for sanction against prescribed offenses to standardize the outcome of ORP iii. Review of sentencing and award of punishment guidelines iv. Review disciplinary regulations
		Enhance professional standards, training and human rights protection	i. Review/Develop and implement Training Policy ii. Review/Develop Training Curriculum/Training Curricula iii. Review/Develop Examination Policy iv. Review/Establish/Operationalize Examination Board v. Accreditation of Training Institutions vi. Develop Local and International Learning EXCHANGE programme vii. Automate Training Management viii. Vetting of National Police Reservists ix. Capacity Building of Training Institutions x. Recruitment and Training of Trainers
		Enhance gender mainstreaming, prevention of sexual harassment and gender-based violence	i. Review/Develop/Implement Gender Policy ii. Review/Develop/Implement Prevention of sexual harassment and gender-based violence policy iii. Develop and implement Gender mainstreaming action plans iv. Develop and implement pre-prevention of sexual harassment and gender-based violence action plans v. Sensitization, training and dissemination of gender policy and prevention of sexual harassment and gender-based violence policy and action plans

Strategic Goal	Strengthen NPS, KPS and NYS to deliver effective and efficient services		
Key Result Areas	**Strategic Objectives**	**Strategies**	**Activities**
4. Operational Preparedness and Logistical Capacity	Developing and implementing modernization programme	Develop Modernization Master Plan/ Strategy	i. Analyze status of modernization to identify gaps and projections ii. Develop modernization plan/and implementation strategy iii. Develop modernization costing and procurement plans
		Establish Modernization Fund	i. Funding Allocation and Budget Vote Head for Modernization ii. Modernization Fund Regulations
		Implement modernization projects	i. Acquisition and Titling of Land and Premises ii. Security/Fencing of Land and Premises iii. Develop/Review/Implement ICT Policy/Strategy iv. Design/Construction/Repairs/ Maintenance/ of Buildings, Facilities or Offices v. Development/Upgrading of Infrastructure vi. Upgrading of equipment, tooling and kitting vii. Acquisition of vehicles viii. Acquisition of ICT infrastructure/ Digitization of Systems and Processes ix. Automation of recruitment, promotions, transfers and deployment, allowances, performance appraisal systems, vetting system, case management system x. Digitization of records xi. Acquisition of ICT infrastructure xii. Acquisition of tele-counselling system for 24/7 counseling services xiii. Review Standard Operating Procedures including Service Standing Orders, Administrative Orders and Manuals

Chapter Six: Implementation and Coordination Framework

Overview

The Ministry of Interior and National Administration has the responsibility of coordinating the implementation of this SF. The NPS, KPS and NYS are responsible for actual implementation of this strategic framework. Relevant Ministries, Departments and Agencies will support the process of implementation.

National Steering Committee

The Cabinet Secretary, Ministry of Interior and National Administration shall establish National Steering Committee through a Gazette Notice defining its mandate, membership and period. The National Steering Committee shall perform the following functions:

i. Coordinate, supervise and provide technical guidance and facilitation for the implementation of the reforms

ii. Review, identify quick wins and prioritise recommendations contained in the National Taskforce Report for immediate implementation

iii. Provide technical guidance and facilitation in the implementation of the reforms and ensure that such implementation is consistent with Government policy objectives

iv. Mobilize resources from national and international sources for implementation of the reforms

v. Prepare and submit to the Cabinet Secretary quarterly status report on reforms

vi. Carry out or cause to be carried out such studies or research/learning exchange as it may consider appropriate for the performance of its functions.

vii. Develop a detailed implementation plan in line with the National Taskforce Report

viii. Sustain, monitor and evaluate the progress and momentum of the reforms

The National Steering Committee shall comprise of the following members:

i. Principal Secretary, State Department for Internal Security and National Administration

ii. Principal Secretary, State Department for Correctional Services

iii. Principal Secretary, State Department for Public Service

iv. Principal Secretary, The National Treasury

v. Solicitor General, The State Law office

vi. Chairperson, National Police Service Commission

vii. Chairperson, Independent Policing Oversight Authority

viii. Inspector General, National Police Service

ix. Commissioner General, Kenya Prisons Service

x. Director General, National Youth Service

xi. Director General, Kenya Coast Guard Service

xii. Chairperson, National Youth Service Council

xiii. Reforms Secretariat

The implementing institutions of the National Steering Committee are the National Police Service, Kenya Prisons Service and National Youth Service.

The role of the National Steering Committee is supervision, coordination, advice on policy, monitoring and reporting of reforms. Relevant Ministries, Departments and Agencies will support the process of implementation.

Operational Structure of the National Steering Committee

The operational structures of the National Steering Committee shall be as follows:

i.   Inter-Agency Coordination Committee
ii.   Departmental Technical Committees
iii. Agency Implementation Teams
iv.   Reforms Coordination Secretariat

Inter-Agency Coordination Committee

The Inter-Agency Coordination Committee shall comprise of the following members:

i.   State Department for Internal Security and National Administration
ii.   State Department for Correctional Services
iii.   State Department for Public Service
iv.   The National Treasury
v.   The State Law Office
vi.   Kenya Law Reform Commission
vii.   National Police Service Commission
viii. Independent Policing Oversight Authority
ix.   National Police Service
x.   Kenya Prisons Service
xi.   National Youth Service
xii.   Kenya Coast Guard Service
xiii. Office of the National Security Advisor
xiv.   National Youth Service Council
xv.   Any other member co-opted on need basis

Departmental Technical Committees

Three Departmental Technical Committees have been established for reform institution's activity purposes. These are:

i.   Departmental Technical Committee on Police Reforms comprising State Department Internal Security and National Administration, NPSC, NPS, IPOA, KCGS.
ii.   Departmental Technical Committee on Prisons Reforms comprising of State Department for Correctional Services and Kenya Prisons Service.
iii. Departmental Technical Committee on NYS Reforms comprising State Department for Public Service, NYS and NYS Council.

National Police Service Technical Implementation Team

The Cabinet Secretary Interior and National Administration will spearhead the overall policy leadership of reforms while the technical leadership role will be provided by the Principal Secretary for Internal Security to support the Inspector General of Police. The Joint Service Board will provide the Operational leadership role under the leadership of the Inspector General. NPS Technical Implementation Team comprising of Directors and Heads of Departments will be responsible for implementation of the reform agenda. The National Police Service Commission will spearhead the human resource management reforms within the Service.

Kenya Prisons Service Technical Implementation Team

The overall policy leadership of reforms will be spearheaded by the Cabinet Secretary Interior and National Administration while the technical leadership role will be provided by the Principal Secretary for State Department of Correctional Services to support the Commissioner General of Prisons. The Operational leadership role will be provided by the Commissioner General of Prisons. The KPS Technical Implementation Team comprising of Directors and Heads of Departments will be responsible to Commissioner General of Prisons for implementation of the reform agenda.

National Youth Service Technical Implementation Team

The Cabinet Secretary Public Service will spearhead the overall policy leadership of reforms while the technical leadership role will be provided by the Principal Secretary to support the Director General National Youth Service. The Director General, National Youth Service, will provide the Operational leadership role. The NYS Technical Implementation Team comprising of Directors and Heads of Departments will be responsible to Director General and NYS Council for implementation of the reform agenda.

Figure 1: Institutional Arrangement for Implementation

Reforms Coordination Secretariat

The Ministry of Interior and National Administration shall establish a Reforms Coordination Secretariat by way of appointment of a coordinator, technical and support staff for the NPS, KPS and NYS. The NPS, KPS and NYS shall attach liaison staff from their respective Reforms Units to the secretariat as appropriate. The functions of the secretariat shall include the following:

i.   Preparation of more detailed reform component proposals and work-plans in line with the outcomes of the strategic framework

ii.   Preparation of annual work-plans for the strategic framework, broken down to institutions as required

iii. Monitoring and evaluating implementation of the strategic framework and contribution to results

iv.   Preparation of progress reports for submission to the National Steering Committee and for development partners

v.   Supporting development partners' coordination in areas relevant to the strategic framework

vi.   Ensure partnership with local counterparts and multilateral and bilateral partners

Chapter Seven: Resource Requirement and Mobilization Strategy

Overview

This chapter presents the financial requirements and resource mobilization strategies and resource management for implementing the SF.

Financial Requirements

The implementing agencies including State Departments, NPSC and IPOA will require a total of Ksh.106.85 billion to implement this SF over a period of four years. The funds will be sourced from Government of Kenya and other development partners as well as the Public Private Partnership (PPP) model of financing government development projects. The successful implementation of the SF will depend on efficient mobilization and utilization of resources, timely release of exchequer and effective monitoring and evaluation.

Table 9 Financial resource requirements for implementing the SF by Key Results Areas per Service.

| No. | Key Results Areas | Projected Resource Requirements (Ksh Billion) | | | | | | | | | | | | Total for Each KRA |
| | | 2024/2025 | | | 2025/2026 | | | 2026/2027 | | | 2027/2028 | | | |
		NPS	KPS	NYS	NPS	KPS	NYS	NPS	KPS	NYS	NPS	KPS	NYS	
1	Leadership, Oversight and Accountability	1	0.5	0.5	1	0.5	0.5	1	0.5	0.5	1	0.5	0.5	8
2	Institutional Capacity Development	2	0.5	0.5	2	0.5	0.5	2	0.5	0.5	2	0.5	0.5	12
3	Human Resource Management and Development	9	3	3	5	2	3	3	2	3	0	0	0	33
4	Operational Preparedness and Logistical Capacity	6	4	4	6	4	4	6	4	4	5	3	3	53
	Total For Each FY	18	8	8	14	7	8	12	7	8	8	4	4	106

The Resource Mobilization Strategies

The National Steering Committee will mobilize financial resources requirement through normal government budget process, grants from international development agencies and local development partners. The effective resource mobilization framework, prompt exchequer release, efficient monitoring and evaluation, and leadership commitment to system development are all necessary for the SF successful implementation. The following strategies will be used for resource mobilization:

i) Grants from International development agencies and other local development partners

ii) Government funding - The National Steering Committee will source funding from the exchequer to implement some of the planned activities.

iii) Public Private Partnership- The National Steering Committee will embrace the

PPP model of financing development projects which will help in reducing over reliance to exchequer.

iv) Private sector- the National Steering Committee will pursue the private sector partnership to implement policies, programmes and projects in the SF.

Resource Management

The implementation of the SF will be guided by the Constitution of Kenya 2010, Public Financial Management Act 2012 and other relevant laws. The National Steering Committee will also ensure strict adherence to work plans, procurement plans and cash flow projections.

Risk Analysis and Mitigation Measures

The National Steering Committee has identified the following risks which may impact the implementation of this SF.

Table 10: Risk Analysis and Mitigation Measures

Risk Class / Categories	Risk And Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measures	Risk Owner
Legal	Changes in laws and regulations	Low	Low	Low	• Create awareness to stakeholders	NSC
	Non-compliance with the law	Low	Low	Low	• Sensitization to stakeholders Enforcement of the law	NSC
Stakeholder perception	Negative attitude and perception towards reforms efforts	Low	Low	Low	• Advocacy for reforms and transformation	NSC
Financial	Inadequate resources for implementation of activities	Medium	Medium	Medium	• Government funding • Prudent use of resources • Multiagency cooperation and collaboration	NSC
Staff Turn-over	Inadequate personnel and specialized skills	Low	Low	Low	• Recruitment • Capacity building • Undertake staff succession management	NSC

Chapter Eight: Monitoring, Evaluation and Reporting Framework

Overview

This Chapter presents the monitoring, evaluation and reporting framework of the SF. This will involve a systematic and continuous process of collecting and analysing information based on the indicators, targets and provision of feedback. Each agency's implementation matrix with clear activities and indicators for the three-year duration plan is annexed to facilitate monitoring and evaluation of the SF. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform future plans. The M&E will be guided by Transparency, Accountability, Participation, Competence, Integrity and Communication principles.

Objective of the Monitoring and Evaluation Framework

The objective of the Monitoring and Evaluation (M&E) framework is to enable tracking of SF implementation process during the Framework period. This includes:

i.   Development of annual work plans

ii.   Implementation of the annual work plans

iii.   Monitoring and reporting quarterly on the implementation of the annual work plans

iv.   Taking corrective actions on deviation in the SF's implementation

v.   Under taking annual evaluation and reporting on implementation of the SF

vi.   Publishing and publicizing the findings and recommendations; and

vii.   Implementing the recommendations of the report;

Monitoring Framework

Monitoring of the implementation of the SF will involve a systematic and continuous process of collecting and analysing information based on the targets, outputs, outcomes, performance indicators and feedback reports from the implementing agencies. The collected information will be analysed to prepare monthly, quarterly and annual reports. The Departmental Technical Committees will coordinate the collection and analysis of the data and preparation of reports. The prescribed template provided in Table 11 will be used for monitoring and reporting.

Table 11: Key Results Areas and Outputs Indicators Template

Key Result Areas	Output Indicator	Baseline	Data Collection Method

Performance Standards

The Performance Standards for Monitoring and Evaluation Framework of the NSC will be based on the Kenya National Evaluation Guidelines 2020 and the Kenya Norms and Standards for the M&E consistent with internationally accepted norms and standards and will include; relevance, efficiency, effectiveness, success and sustainability.

i.   Relevance: the framework will assess the extent to which the SF aligns with the objectives, priorities and reform and transformation agenda

ii. Efficiency: the framework will evaluate the efficient use of resources/use of resources at least cost.

iii. Effectiveness: the framework will assess the extent to which the strategic plan achieves its objectives.

iv. Success: assess the overall success of the SF in meeting its intended objectives.

v.   Sustainability: the framework will assess the SF ability to create lasting changes.

Evaluation Framework

Evaluation will involve a systematic and objective process of examining the relevance, effectiveness, efficiency and impact (both expected and unexpected) of the strategies. Evaluation will be done through formal surveys and assessments and will look at what will be accomplished against the set targets. Two major evaluation activities will be undertaken. These include mid-term evaluation; and end-term evaluation.

The prescribed template provided in Table 12 will guide evaluation based on clearly defined outcome indicators, baselines and targets for the Key Results Areas.

Table 12: NSC Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period

Mid-Term Evaluation

The NSC will conduct a mid-term evaluation of this SF as follows:

i.   Define the objectives and scope of the mid-term evaluation and which aspects of the SF will be assessed

ii. Develop an evaluation framework that outlines the evaluation questions, indicators, data sources, and methods.

iii. Collect relevant data on indicators to assess the progress and performance of the SF. The data collection method will involve various methods, such as surveys, interviews, questionnaires and will use both quantitative and qualitative data to provide a comprehensive evaluation.

iv. Analyze the collected data to assess the extent to which the SF is achieving its objectives. Appropriate analytical techniques to interpret the data and identify trends, patterns, and areas of success or challenges will be used.

v.   Assess the implementation of the SF against the planned activities, timelines

and allocated resources through identifying any bottlenecks, gaps, or factors contributing to success.

vi.   Assess the outcomes and impact of the SF and determine the extent to which it has achieved its intended results.

vii.   Prepare an evaluation report that includes findings, conclusions, and recommendations.

viii.   Share the evaluation findings and recommendations with relevant stakeholders.

ix.   Encourage the utilization of the evaluation results for decision making, policy formulation, and reform and transformation improvement.

End-term Evaluation

The end-term evaluation will be conducted at the end of the SF period and will focus on the extent to which the impact and outcome results have been achieved over the implementation period. This evaluation is scheduled for 2027/2028, and the findings will be expected to inform the development of the next SF.

Reporting Framework

An effective and efficient progress reporting will be a critical component for successful implementation of the SF. The prescribed templates provided in Tables 13 and 14 will be used for quarterly and annual reporting respectively.

Table 13: NSC Quarterly Progress Reporting Template

Expected Output	Output Indicator	Annual Target (A)	Quarterly for year			Cumulative to Date			Remark	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 14: NSC Annual Progress Reporting Template

Expected Output	Output Indica-tor	Annual Target (A)	Quarterly for year			Cumulative to Date			Remark	Corrective Intervention
			Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Annexures

Annex 1: Implementation Matrix for National Police Service

OBJECTIVE 1	Increase capacity for internal and external accountability, transparency and prevention of corruption					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 1: Internal and External Oversight Mechanisms						
i. Develop administrative orders and directives to facilitate internal oversight functions, processes and mechanism	• Director IAU designated as AIE holder for IAU operations • Mechanism and procedure for implementation/enforcing of IAU recommendations put in place • Complaint handling procedures reviewed • Complaint referral system reviewed • IAU staff established reviewed and approved • IAU staffing levels improved				200M	NPS
ii. Develop administrative orders and directives to facilitate external oversight functions, processes and mechanism	• Mechanism and procedures for compliance with Sixth Schedule to the NPS Act on mandatory notification of death and serious injuries that occur within police premises established • Mechanism and procedures to ensure honoring of summons issued by IPOA in execution of its mandate established. • Mechanism and procedures to allow unconstrained access to police premises, including training institutions by IPOA established				240M	NPS
iii. Capacity building and sensitization on internal oversight functions	Number of NPS officers trained and sensitized on IAU functions and mandate				200M	NPS
iv. Capacity building and sensitization on external oversight function	Number of NPS officers trained and sensitized on IPOA functions and mandate				240M	IPOA
v. Review of internal and external oversight mandates, functions and responsibilities	Internal and external oversight mandates, functions and responsibilities reviewed.				360M	SDIS&NA
vi. Review of internal and external complaint handling mechanisms	Internal and external complaint handling mechanisms reviewed.				380M	NPS/IPOA
vii.Open, transparent and competitive recruitment of NPS leadership for professional selection and appointment including IAU Director	Recruitment, selection and appointment of IG, DIGs, DCI and director IAU process reviewed				320M	NPSC

OBJECTIVE 1	Increase capacity for internal and external accountability, transparency and prevention of corruption					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 2: Performance Management						
i. Develop integrated result-based performance management systems aligned to mandate	• Performance Contracting and Performance system in place • Performance Contracting and Performance Appraisal tools				360M	NPS/NPSC
ii. Implement performance management system, standards and performance contracting	Performance, standards and appraisal system implemented.				320M	NPS/NPSC
Output 3: Service Delivery						
i. Develop service delivery reforms and transformation	• Taskforce recommendations implemented • Service Charter reviewed • Service Standards developed • Service delivery reform plan (Strategy) developed and implemented • Training & sensitization on new Service Standards and service delivery reform conducted/ Change management • Service delivery automated				280M	NPS
ii. Implement community outreach programmes/ community policing strategy	• Community Policing Policy Reviewed • Community Policing Guidelines Reviewed • Community Policing Structures reviewed • Training on Community Policing reviewed. • National Community Policing Awareness Campaign conducted • Budgetary provision for community policing.				280M	NPS
Output 4: Culture and Attitudinal Change						
i. Develop change management plan	Management plan in place				280M	NPSC/NPS
ii. Develop anti-corruption policy	Anti-Corruption Policy in place				320 M	NPSC
iii. Develop/Implement Communication Strategy					320M	NPS
				SUB-TOTAL	**KES 4B**	

OBJECTIVE 2		Strengthen the policy, legislative and institutional framework				
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 1: Policy Framework						
i. Develop/Enact National Policing Policy/Sessional Paper on Policing and Reforms	• National Policing Policy Developed • Sessional Paper on Policing and Reforms Developed/Enacted	▓	▓		400M	SDIS&NA
ii. Initiate a negotiated exit for the current Commissioners of NPSC	A negotiated exit strategy in place	▓			400M	SDIS&NA
iii. National Treasury Circular on Security Sector Budget Working Group (Incorporating NPS, KPS and NYS into Security Sector for purposes of budgeting process)	Treasury Circular on Security Sector Budget Working Group Reviewed	▓	▓		400M	MOINA /TNT
iv. Develop/Enact Discipline and Security Services Uniform Policy	Discipline and Security Services Uniform Policy in place		▓		360M	SDIS&NA
v. Develop/Review Community Policing Policy and Guidelines	Community Policing Policy and Guidelines in place.	▓			360M	SDIS&NA
vi. Develop/ Enact National Policy on Disaster	National Policy on Disaster in place.	▓			360M	SDIS&NA
Output 2: Legislative Framework						
i. Develop/Enact Statute Law (Miscellaneous Amendment) Bill to make reforms and various amendments to NPS Act, NPSC Act, IPOA Act including establishment Directorate of Criminal Investigations Service	NPS Act, NPSC Act, IPOA Act amended and enacted	▓			480M	SDIS&NA / NPSC/NPS/ IPOA
ii. Review of NPSC Conduct of Business and Affairs of the Commission to address quorum challenge	NPSC Conduct of Business and Affairs of the Commission reviewed.	▓			360M	NPSC
iii. Develop/Enact National Forensic Laboratory legislation	National Forensic Laboratory legislation drafted and enacted.	▓			400M	NPS
iv. Develop/Enact National Uniform Committee Bill	National Uniform Committee Bill	▓			400M	SDIS&NA / NPS
v. Develop/Enact Disciplined and Security Services Salary and Remuneration Advisory Board Bill	Disciplined and Security Services Salary and Remuneration Advisory Board Bill drafted and enacted.	▓			400M	SDIS&NA / NPSC/NPS

	ACTIVITY	INDICATORS	Yr1	Yr2	Yr3	ESTIMATED COST	LEAD AGENCY
vi.	Develop/Enact Independent Police Vetting Panel Bill	Independent Police Vetting Panel Bill drafted and enacted.				320M	NPSC/ SDIS&NA
Output 3: Institutional Framework							
i.	Review organizational structure to eliminate duplications and overlapping functions	• Taskforce recommendations implemented • Organogram reviewed • Ranking Structure reviewed • Management practices and processes reviewed				320M	NPS
ii.	Review Units/Formations and Components to eliminate duplication and overlapping functions Review Ranking Structure	Mandates, Functions and Organization of Formations, Units and Components reviewed				400M	NPS
iii.	Review Command and Reporting Structure	Command and Reporting Structure Reviewed				400M	NPS
iv.	Review Staffing Establishments	Uniformed and non-uniformed Staff Establishment Reviewed.				480M	NPSC/NPS
v.	Establish new Reform Institutions/Committees/ Boards	New reform institutions/committees, boards and panels established.				400M	NPS
vi.	Establish/Operationalize Reform Units	Police Reform Unit operationalized				560M	NPS/ SDIS&NA
vii.	Harmonization of the directorates of personnel and human resource management	Reviewed HR manual				400M	NPSC
viii.	Establish ICT directorate	ICT directorate operationalized				400M	NPSC
				SUB TOTAL			**KES 8B**

OBJECTIVE 3	Comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment						
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**	
		Yr1	Yr2	Yr3			
Output 1: Terms and conditions of service, salary and benefits							
i. Implement the salary increase in three phases	New Pay Grades/New Salary Scale/ Payroll/Conversion of Salary Scale				6B	NPSC/NPS	
ii. Implement new allowance system and rates	New applicable allowance in place				5B	NPSC/NPS	
iii. Develop new pay grades and basic salary structure for non-uniformed members of NPS	New Pay Grades/New Salary Scale/ Payroll/Conversion of Salary Scale				4.5 B	NPSC/NPS	
iv. Review hardship stations and align with other government agencies	List of designated hardship stations developed				10M	NPSC/NPS	

OBJECTIVE 3	Comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	**Yr2**	**Yr3**		
v. Develop grading structure for NPS non-uniformed staff	New grading structure for NPS non-uniformed staff developed	■			NIL	NPSC
Output 2: Enhance Career and Succession Management						
i. Develop Staff Succession Plan	Succession Plan developed	■			10M	NPSC /NPS
ii. Review Career Progression Guidelines for NPS Uniformed staff	Career Progression Guidelines reviewed	■			10M	NPSC /NPS
iii. Develop Career Progression Guidelines for NPS non-uniformed staff	Career Progression Guidelines developed	■			10M	NPSC /NPS
Output 3: Comprehensive Welfare Policies and Schemes						
i. Develop and consolidate welfare policy; housing policy; medical, mental and healthcare policy; compensation scheme of offers injured in the course of duty; reward and recognition scheme; medical insurance scheme policy; contributory medical insurance fund scheme for retired officers; exit management policy; chaplaincy policy; counseling policy; and officers living with disability policy; Policy on shared services, NPS Canteen structures and recreational facilities policy, NPS policy on administration and management of NPS Hospitals and Health Facilities,; Transport and Fleet Management Policy	Comprehensive Welfare Policy and Scheme developed	■	■		140M	NPSC/NPS
ii. Negotiate and enhance Group Life Cover/WIBA and GPA	Improved Group Life Cover/WIBA and GPA in place	■			10M	NPSC/NPS
iii. Monitor staff medical insurance cover services	Reports	■			10M	NPSC/NPS
iv. Initiate Forensic Audit of Medical Scheme	Reports	■			10M	NPSC/NPS
v. Timely compensation of officers injured in the course of duty	Reports	■	■	■	5M	NPSC/NPS
vi. Develop ECDE framework	ECDE framework developed	■	■	■	5M	NPSC/NPS

OBJECTIVE 3	Comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
vii. Engage Ministry of Housing to consider setting aside a percentage of the affordable housing for officers	MoU in place	▪			5M	NPSC/NPS
viii. Undertake pre-retirement training program for officers above 55 years	No of trainings done	▪			60M	NPSC/NPS
ix. Conduct sensitization and customer awareness on the Compensation procedures of officers injured in the course of duty	• Sensitization report • No of sensitization workshops	▪			50M	NPSC/NPS
x. Establish a Mortgage Scheme for NPS Members	Mortgage Scheme established	▪			70M	NPSC/NPS/TNT
xi. Establishment of contributory endowment fund	Endowment fund established	▪			5M	NPSC
Output 4: Human Capital Management and Development						
i. Undertake Human Resource Planning	HR Plans developed	▪			5M	NPSC/NPS
ii. Review Human Resource Management Practices, Process and Procedures including recruitment, selection, appointment, confirmation, deployment, transfer, and promotions process – HR Policies and Procedures Manual	HR Manual developed	▪			5M	NPSC/NPS
iii. Recall Delegation of Human Resource Management Functions (NPS)	Letter recalling delegation instruments issued	▪			NIL	NPSC
iv. Review Job Evaluation and Job Descriptions	Job Evaluation and Job Descriptions Manuals developed		▪		20M	NPSC/NPS
v. Undertake Human Resource Planning/Audit and Compliance framework	• HR Audit and Compliance Framework developed • HR Audit Report		▪		40M	NPSC/NPS
vi. Audit Deployments, Transfers and Promotions	Reports		▪		20M	NPSC/NPS
vii. Develop and implement human resource audit framework	Audit Framework in place		▪		10M	NPSC/NPS

OBJECTIVE 3	Comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	**Yr2**	**Yr3**		
viii. Comprehensive Review of Human Resource Regulations (Recruitment and Appointment, Transfer and Deployment, Vetting etc)	Reviewed Recruitment and Appointment Regulations, Promotions Regulations, Transfer and Deployment Regulations, Discipline Regulations, and Vetting Regulations	▓			10M	NPSC/NPS
ix. Conduct pre-recruitment clinics across the country	Pre-recruitment clinics reports	▓			260M	NPSC
x. Develop media documentary and publicity on recruitment	Media documentaries on recruitment	▓			35M	NPSC
xi. Undertake a baseline surveys on HR processes	Baseline survey reports	▓			20M	NPSC/NPS
xii. Abolition of promotional boards	New promotional policy in place	▓			10M	NPSC/NPS
xiii. Restructuring of the rank of Constable, Corporal, Sergeant and Inspectors	New grading structure in place	▓			10M	NPSC/NPS
xiv. Promotion on merit of sport officers with no command responsibilities	Number of officers promoted	▓			10M	NPSC/NPS
Output 5: Strengthen Recruitment and Selection Process						
i. Develop NPR Recruitment and Management Policy (NPS)	NPR Recruitment and Management Policy in place		▓		30M	NPSC/NPS
ii. Develop psychometric and aptitude tools	Psychometric and aptitude tools developed				5M	NPSC/NPS
iii. Develop competitive promotion framework	Competitive promotion framework developed				5M	NPSC/NPS
Output 6: Strengthen Disciplinary Control and Management						
i. Review the disciplinary process, structures and determination of appeals and review	Disciplinary process, structures and determination of appeals and review reviewed and in place	▓			10M	NPSC/NPS
ii. Develop manual providing for sanction against prescribed offenses to standardize the outcome of subordinate disciplinary committee regulations	Manual providing for sanction against prescribed offenses to standardize the outcome of subordinate disciplinary committee regulations developed	▓			10M	NPSC/NPS
iii. Review of sentencing and award of punishment guidelines	Sentencing and award of punishment guidelines reviewed	▓			10M	NPSC/NPS
iv. Review disciplinary regulations	Disciplinary regulations reviewed	▓			10M	NPSC/NPS

OBJECTIVE 3	Comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 7: Professional Standards, Training and Human Rights Protection						
i. Review Training Policy (Uniformed/non-Uniformed)	Training Policy Reviewed	▓			30M	MOINA/NPS/ NPSC
ii. Review Training Curriculum/ Training Curricula	Training Curriculum/Training Curricula Reviewed		▓		100M	NPS
iii. Review Examination Policy	Examination Policy Reviewed			▓	50M	NPS/NPSC
iv. Review/Operationalize Examination Board	Examination Board established			▓	50M	NPSC
v. Accreditation of Training Institutions	Number of Training Institutions Accredited			▓	70M	NPS
vi. Develop Local and International Learning Exchange programme	Local and International Learning Exchange programme in place			▓	NIL	NPS
vii. Automate Training Management	Training Management and Systems Automated			▓	NIL	NPS
viii. Vetting of National Police Reservists	• No. of NPR vetted • Vetting report	▓			10M	NPSC/NPS
ix. Capacity Building of Training Institutions	No. of TOTs Trained			▓	NIL	NPS
x. Recruitment and Training of Trainers	• No. of TOTs Recruited • No. of TOTs Trained			▓	10M	NPSC/NPS
Output 8: Gender Equality, Prevention of Sexual Harassment and Gender Based Violence						
i. Review Gender Policy	Gender Policy Reviewed	▓			40M	NPSC
ii. Review Prevention of Sexual Harassment and Gender Based Violence Policy	Prevention of Sexual Harassment and Gender Based Violence Policy Reviewed	▓			50M	NPSC
iii. Develop and implement Gender mainstreaming action plans	Gender mainstreaming action plans developed		▓		NIL	NPS
iv. Develop Prevention of sexual harassment and gender based violence action plans	Prevention of sexual harassment and gender based violence action plans developed		▓		NIL	NPS
v. Sensitization, training and dissemination of gender policy and prevention of sexual harassment and gender based violence policy and action plans	• Sensitization, training and dissemination of gender policy and prevention of sexual harassment and gender based violence policy and action plans conducted • Training Reports			▓	70M	NPSC/NPS

OBJECTIVE 3	Comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
vi. Provision of psycho-social support to victims of sexual harassment and gender based violence	Number of victims provided with psycho-social support				65M	NPSC/NPS
SUB TOTAL					**KES 17 B**	

OBJECTIVE 4	Development and implementation of Modernization Programme/Plan					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 1: Modernization Programme						
i. Analyze status of modernization to identify gaps and projections	• NPS Modernization gaps established • NPS Modernization projections developed					SDIS&NA/ NPS
ii. Develop modernization master plan/and implementation strategy	NPS Master Plan and Implementation Strategy developed					SDIS&NA// NPS
iii. Develop modernization procurement plans	NPS Modernization Procurement Plans developed					NPS/NPSC/ IPOA
iv. Establish modernization fund/ budget vote head	• Modernization Fund established • Modernization Vote Heads established					NPS/NPSC/ TNT/IPOA
v. Establish budget vote head for stations and service delivery units	NPS budget vote head for stations and service delivery units established					NPS
vi. Develop modernization fund regulations	Modernization Fund regulations developed				23B	TNT
vii. Acquisition and Titling of Land and Premises	Number of Title of land and premises acquired or issued					NPS
viii. Security/Fencing of Land and Premises	Number of Land and premises secured and fenced					NPS
ix. Develop ICT Policy/Strategy	ICT Policy in place					NPS/NPSC
x. Design/Construction/Repairs/ Maintenance/ of Buildings, Facilities or Offices	NPS buildings, facilities or offices constructed, refurbished					NPS
xi. Development/Upgrading of Infrastructure	NPS infrastructure upgraded					NPS

OBJECTIVE 4	Development and implementation of Modernization Programme/Plan				
ACTIVITY	**INDICATORS**	**TIME FRAME**		**ESTIMATED COST**	**LEAD AGENCY**
xii. Upgrading of equipment, tooling and kitting	Equipment, tooling and kitting acquired				NPS
xiii. Acquisition of Vehicles	No of vehicles acquired				NPS
xiv. Acquisition of ICT infrastructure/Digitization of Systems and Processes and Records	• ICT infrastructure upgraded/ acquired • NPS functions and systems automated or digitized				NPS/NPSC
xv. Decentralization of HR functions and services	NPS HR functions decentralized to all counties				NPSC/NPS
xvi. Decentralize external oversight services and functions (IPOA)	IPOA services decentralized to all counties				IPOA
xvii. Decentralization of internal oversight services and functions (IAU)	IAU services decentralized to all counties				NPS
xviii. Automation of HR functions, systems and processes	NPS HR functions, systems, processes automated				NPSC
xix. Community Policing	• Community Policing Funding Established • Community Policing Operational Plans Developed • Community Policing Trainings Conducted • Community Policing Structures Established				NPS
xx. Equipping National Forensic Laboratory	National Forensic Laboratory fully equipped				NPS
xxi. Equipping of NPS Health Facilities	NPS Health Facilities Equipped				NPS
xxii. Operationalization of NPS Health Facilities	NPS Health Facilities functioning				NPSC/NPS
xxiii. Review Standard Operating Procedures including Service Standing Orders/ Administrative Orders and Manuals	• SSO reviewed • Administrative Orders reviewed • Units Manuals reviewed				NPS/NPSC
			SUBTOTAL	**KES 23 B**	
			GRAND TOTAL	**KES 52B**	

Annex 2: Implementation Matrix for Kenya Prisons Service

OBJECTIVE 1	Increase capacity for internal and external accountability, transparency and prevention of corruption					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 1: Internal and External Oversight Mechanisms						
Develop/ Review & Implement institutional and organization capability for internal and external oversight including complaints handling mechanisms.	• External oversight body strengthened • External oversight body established under the law and operationalized • External Oversight body and Internal Oversight body functions, mandates and responsibilities clarified • External Oversight body and Internal Oversight Body Regulations reviewed • Regulations on recruitment and vetting of External Oversight body and Internal Oversight Body Staff and Officers reviewed/or developed • Internal oversight body strengthened including complaints handling mechanisms • Internal oversight body established under the law and operationalized		▓		320M	SDCS/KPS
Output 2: Performance Management						
Review/Implement performance management system, standards and performance contracting	• Performance, standards and appraisal system developed • Performance, contracting implemented • Performance appraisal systems and reward/sanctions system automated	▓			240M	SDCS/KPS
Output 3: Service delivery						
Develop/Implement service delivery reforms and transformation	• Service Charter reviewed • Service Standards developed • Service Delivery reform plan developed and implemented • Training & sensitization on service Standards and service delivery reform conducted/Change management • Service delivery automated	▓			280M	KPS
Output 4: Culture and attitudinal change						
Develop/Implement change management and transformation strategy/policy/plan	• Change Management and Transformation Plan developed • Change Management and Transformation Plan implemented • Sensitization and training on Change Management and Service Standards Conducted	▓	▓		240M	SDCS/KPS/PSC

OBJECTIVE 1	Increase capacity for internal and external accountability, transparency and prevention of corruption					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Develop/Implement anti-corruption policy	• Anti-Corruption Policy developed/ reviewed • Anti-Corruption Action Plan developed and implemented • Anti-Corruption Structures put in place • Sensitization, Training and Dissemination of Anti-Corruption Policy, Procedures conducted				240M	SDCS/KPS/EACC
Develop/Implement Vetting process	• Legal framework to facilitate vetting enacted • Vetting regulations reviewed/ developed • Independent Vetting Panel established • Vetting Procedures developed • Vetting Process automated • Vetting conducted				320M	KPS/PSC
Establish/Operationalize Reform Directorates/Reform Units	Reform Directorate/Reform Unit established and/or operationalized				360M	SDCS/KPS
				SUB-TOTAL	**KES 2B**	

OBJECTIVE 2	Strengthen the policy, legislative and institutional framework					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 1: Policy Framework						
Develop/Review Policy Frameworks	• Correctional Services Policy developed • Sessional Paper on Prisons Reforms Developed • Kenya Correctional Services Law enacted • Treasury Circular on Security Sector Budget Working Group Reviewed				1.8B	SDCS/KPS
Develop/Review Operational Policies/Standard Operating Procedures/ Service Standing Orders	• Priority operational policies and standard operating procedures including Service Standing Orders reviewed/enacted • Human rights protections integrated in operational policies, including SOPs • Gender Mainstreaming integrated in operational policies, including Standard Operating • Prevention of Sexual Harassment and Gender Based Violence integrated in operational policies, including SOPs				40M	KPS

Output 2: Legislative Framework						
Develop/Review Legal Framework	• Kenya Correctional Services Law enacted • Regulations reviewed/enacted/implemented				80M	SDCS
Output 3: Institutional Framework						
Undertake Organizational Restructuring/Reorganization	• Organogram reviewed • Uniformed Staff Establishment Reviewed • Non Uniformed Staff Establishment Reviewed • Command and Reporting Structure Reviewed • Ranking Structure reviewed • Mandates, Functions and Organization of Formations, Units and Components reviewed • Management practices and processes reviewed • New reform institutions/committees, bodies and panels established				80M	PSC/KPS
				SUB TOTAL	**KES 2B**	

OBJECTIVE 3	Comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 1: Terms and conditions of service, salary and benefits						
Review/implement terms and conditions of service/ new salary and remuneration structure	• Terms and conditions of service reviewed and implemented • Salary increment implemented • New allowances system and rates implemented • Salary and remuneration structure reviewed and implemented • New pay grades and basic salary structure developed • Payment of salary and allowances automated				6.619B	PSC/KPS/TNT
Output 2: Enhance career and succession management						
Review/develop/implement a succession management policy and plan/career progression policy and guidelines, competency framework, job descriptions and manuals	• Succession management policy and plan developed • Career Progression Guidelines / Scheme of Service reviewed • Competency framework developed • Job Evaluation conducted • Job Descriptions/Manuals reviewed/developed				60M	PSC/KPS

Review and implement job evaluation report	Job Evaluation report implemented				30M	PSC/KPS
Output 3: Comprehensive Welfare Policy and Scheme						
Develop/Review/Implement Comprehensive Welfare Policy and Scheme	• Comprehensive Welfare Policy and Scheme developed • Housing Policy Reviewed/ Developed/Implemented • Medical, Mental Health and Healthcare policy reviewed • Medical Insurance cover reviewed • Compensation policy and scheme reviewed • Contributory Medical Insurance Fund for Retired Officers developed • Group Life Cover, WIBA and GPA reviewed/developed • Reward and recognition scheme reviewed/developed • Welfare Budget Vote Head /Welfare Fund established • Welfare Management Structures established and decentralized • Management Structures for Canteen, Recreation and Sport Facility established/operationalized				60M	PSC/KPS
	• Hospitals and Health facilities established/operationalized • Welfare Associations established/ recognized • Mortgage Scheme for KPS Members established • Chaplaincy Policy reviewed/ developed • Counseling policy reviewed/ developed					
Output 4: Human Capital Management and Development						
Develop/implement comprehensive human resource master plan/review human resource policies/guidelines and instruments/review the human resources delegation instruments and decentralization of human resource services	• Human resource audit (deployments, transfer and promotions) conducted • Human resource Master Plan developed • Human resource policies, guidelines and instruments developed • Human resource delegation instruments reviewed • Human resource services decentralized • Transfer and Deployment Regulations Reviewed • Promotion Regulations Reviewed				30M	PSC/KPS

Output 5: Strengthen recruitment and selection process					
Review/implement the recruitment and selection process	• Recruitment and selection process reviewed • Recruitment regulations reviewed • Professional selection and appointment of leadership and directors reviewed • Competency assessment tests developed • Strategies for recruitment of PWDs, minority, intersex, women and marginalized groups developed • Formula for availing proportionate employment opportunities developed • Recruitment, Deployment, Transfer, and Promotion process automated			15M	PSC/KPS
Output 6: Strengthen disciplinary control and management					
Review/implement the disciplinary process, structures and determination of appeals and review	• Disciplinary process reviewed • Disciplinary regulations reviewed • Disciplinary structures reviewed • Human rights protections integrated Disciplinary process. • Prevention of Sexual Harassment and Gender Based Violence integrated in Disciplinary process			6M	PSC/KPS
Output 7: Professional Standards and Human Rights Protection					
Develop/Review and implement training policy, training curriculum, examination policy	• Training policy developed • Human rights protection integrated in Training policy • Gender Mainstreaming integrated in training policy • Prevention of sexual harassment and gender based violence integrated in training policy • Training curriculum developed • Examination policy and guidelines developed • Examination board established/ operationalized • Training management automated and digitized • Training institutions accredited • Learning exchange programme developed and facilitated			6M	PSC/KPS

Output 8: Gender Mainstreaming and Protection of Sexual Harassment and Gender Based Violence						
Develop/implement gender mainstreaming policy, structures and action plan	• Gender mainstreaming policy and structures developed • Gender mainstreaming action plan developed • Sensitization, training and dissemination of gender mainstreaming policy, guidelines conducted				60M	PSC/KPS
Develop/implement prevention of sexual harassment and gender based violence policy, structures and action plan	• Prevention of sexual harassment and gender based violence policy and structures developed • Prevention of sexual harassment and gender based violence action plan developed • Sensitization, training and dissemination of prevention of sexual harassment and gender based violence policy conducted				60M	SDCS/KPS/PSC
SUB TOTAL						KES 7B

OBJECTIVE 4	Development and implementation of Modernization Programme/Plan 2024 - 2025					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 1: Modernization Programme						
Acquisition/Repossession and titling of land and premises	• Number of encroached land and premises repossessed • Number of Title deeds acquired • Number of Land secured and/or protected				2.9B	SDCS/KPS
Developing Modernization Master Plan/Strategy (Phase I)	Modernization Master Plan/Strategy and Implementation Plan Developed				840M	SDCS/KPS
Establishing Modernization Fund/ Budget Vote Head (Phase I)	• Modernization Fund/Budget Head Vote (Phase I) established • Infrastructure, tooling, personnel kitting and equipment acquired • Service automated and digitized • Facilities, Premises, Stations upgraded, constructed • KPS Mortgage Scheme/Welfare Fund				11.26B	SDCS/KPS
				SUBTOTAL		KES 15
				GRAND TOTAL		KES 26 B

Annex 3: Implementation Matrix for National Youth Service

OBJECTIVE 1	Increase capacity for internal and external accountability, transparency and prevention of corruption					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 1: Internal and External Oversight Mechanisms						
i. Developing administrative orders and directives to facilitate internal oversight functions, processes and mechanism ii. Developing administrative orders and directives to facilitate external oversight functions, processes and mechanism iii. Decentralization of internal oversight functions, processes and mechanisms iv. Decentralization of external oversight functions, processes and mechanisms v. Capacity building and sensitization on internal oversight functions vi. Capacity building and sensitization on external oversight function	• Taskforce recommendations implemented • External oversight policies/mechanisms reviewed • Internal oversight policies/mechanisms reviewed • Complaints handling process reviewed		▓		680M	NYS Council/ NYS
vii. Review of internal and external oversight mandates, functions and responsibilities viii. Review of internal and external complaint handling mechanism			▓			
Output 2: Performance Management						
i. Review and develop integrated result-based performance management systems aligned to mandate ii. Implement performance management system, standards and performance contracting	• Taskforce recommendations implemented • Performance, standards and appraisal system developed • Performance, contracting implemented • Performance appraisal systems and reward/sanctions system automated	▓			360M	NYS Council/ NYS
Output 3: Service Delivery						
i. Develop/Implement service delivery reforms and transformation ii. Develop/Implement Community Outreach Programmes/Community Policing Strategy	• Taskforce recommendations implemented • Service Charter reviewed • Service Standards developed • Service delivery reform plan developed and implemented • Training & sensitization on new Service Standards and service delivery reform conducted/Change management • Service delivery automated	▓			240M	NYS Council/ NYS

Output 4: Culture and Attitudinal Change						
i. Develop/Implement change management plan ii. Develop/Implement Communication and Branding Strategy	• Taskforce recommendations implemented • Change Management and Transformation Plan developed • Change Management and Transformation Plan implemented • Sensitization and training on Change Management and Service Standards Conducted • Media Relations Management • Brand management and Content Creation				360M	SDPS/NYS Council/NYS
Develop/Implement anti-corruption policy	• Taskforce recommendations implemented • Anti-Corruption Policy developed/reviewed • Anti-Corruption Action Plan developed and implemented • Anti-Corruption Structures put in place • Sensitization, Training and Dissemination of Anti-Corruption Policy, Procedures conducted				200M	NYS Council/NYS/EACC
Establish/Operationalize Reform Directorates/Reform Units	• Taskforce recommendations implemented • Reform Directorate/Reform Unit established and/or operationalized				160M	SDPS/NYS Council/NYS
				SUB-TOTAL	KES 2B	

OBJECTIVE 2	Strengthen the policy, legislative and institutional framework					
ACTIVITY	**INDICATORS**	TIME FRAME			ESTIMATED COST	LEAD AGENCY
		Yr1	Yr2	Yr3		
Output 1: Policy Framework						
i. National Treasury Circular on Security Sector Budget Working Group (Incorporating NPS, KPS and NYS into Security Sector for purposes of budgeting process) ii. Develop/Enact National Youth Service Policy/Sessional Paper on National Youth Service iii. Develop/Enact Discipline and Security Services Uniform Policy	• Taskforce recommendations implemented • National Youth Service Policy Developed • Public consultation conducted • Sessional Paper on National Youth Service and Reforms Developed/Enacted • Treasury Circular on Security Sector Budget Working Group Reviewed				520M	SDPS/NYS Council/NYS/TNT

Activities	Output Indicators				Budget	Responsibility
Develop/Review Operational Policies/ Standard Operating Procedures/ Service Standing Orders	• Taskforce recommendations implemented • Operational policies and standard operating procedures including Service Standing Orders reviewed/ enacted • Human rights protections integrated in operational policies, including Standard Operating Procedures (SOPs) • Gender Mainstreaming integrated in operational policies, including Standard Operating • Prevention of Sexual Harassment and Gender Based Violence integrated in operational policies, including Standard Operating				200M	SDPS/NYS Council/NYS
Output 2: Legislative Framework						
i. Develop/Enact National Uniform Committee Bill ii. Develop/Enact Disciplined and Security Services Salary and Remuneration Advisory Board Bill iii. Review National Youth Service Act	• Taskforce recommendations implemented • National Youth Service Act amended • NPS Act Amended • Salary and Remuneration Advisory Board established • KDF Act Amended • Regulations reviewed/enacted/ implemented				800M	PSPS/NYS Council/NYS
Output 3: Institutional Framework						
i. Review organizational structure to eliminate duplications and overlapping functions ii. Review Units/Formations and Components to eliminate duplication and overlapping functions iii. Review Ranking Structure iv. Review Command and Reporting Structure v. Review/Develop and Approve Staffing Establishment vi. Establish new Reform Institutions/ Committees/Board vii. Establish/Operationalize Reform Units	• Taskforce recommendations implemented • Organogram reviewed • Uniformed Staff Establishment Reviewed • Non-Uniformed Staff Establishment Reviewed • Command and Reporting Structure Reviewed • Ranking Structure reviewed • Mandates, Functions and Organization of Formations, Units and Components reviewed • Management practices and processes reviewed • New reform institutions/ committees, bodies and panels established				480M	SDPS/NYS Council/NYS
				SUB TOTAL	**KES 2B**	

OBJECTIVE 3	Comprehensive framework for motivation for improvement of general welfare, terms and condition of service, work and living environment					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	Yr2	Yr3		
Output 1: Terms and conditions of service, salary and benefits						
i. Implement the salary increase in three phases ii. Implement new allowance system and rates iii. Develop and implement new pay grades and basic salary structure for non-uniformed members of NYS iv. Review hardship areas and align with other government agencies	• Taskforce recommendations implemented • Terms and conditions of service reviewed and implemented • Salary increase implemented • New allowances system and rates implemented • Salary and remuneration structure reviewed and implemented • New pay grades and basic salary structure developed • Payment of salary and allowances automated				1.02B	SDPS/NYS Council/NYS
i. Implement New Allowances for servicemen/women	Review Allowances of servicemen/women				5.4B	SDPS/NYS Council/NYS/TNT
Output 2: Enhance Career and Succession Management						
Develop Staff Succession Plan Review/Develop Career Progression Guidelines/Scheme of Service	• Taskforce recommendations implemented • Succession management policy and plan developed • Career Progression Guidelines / Scheme of Service reviewed • Competency framework developed • Job Evaluation conducted • Job Descriptions/Manuals reviewed/developed				12M	SDPS/NYS Council/NYS
Output 3: Comprehensive Welfare Policies and Schemes						
i. Review/Develop and Implement: welfare policy; housing policy; medical, mental and healthcare policy; compensation scheme of offers injured in the course of duty; reward and recognition scheme; medical insurance scheme policy; contributory medical insurance fund scheme for retired officers; exit management policy; chaplaincy policy; counseling policy; and officers living with disability policy ii. Negotiate and enhance Group Life Cover/WIBA and GPA iii. Monitor staff medical insurance cover services iv. Audit medical insurance scheme v. Timely compensation of officers injured in the course of duty	• Taskforce recommendations implemented • Welfare Policies and Schemes reviewed and consolidated into one document • Medical Cover Scheme and Insurance developed • Mental Health and Psychosocial Support Policy developed • Health Services Policy developed • Hospital and Health Facilities Policy developed • Compensation of officers injured in the line of duty policy developed • Reward and recognition scheme developed • Housing Policy Management Structures established and decentralized				999M	SDPS/NYS Council/NYS

Activities	Outputs				Budget	Responsibility
vi. Develop and Implement ECDE framework vii. Engage Ministry of Housing to consider setting aside a percentage of the affordable housing for officers viii. Undertake pre-retirement training program for officers above 55 years	• Welfare Budget Vote Head /Welfare Fund established • Welfare Management Structures established and decentralized • Management Structures for Canteen, Recreation and Sport Facility established/operationalized • Welfare Associations established/ recognized • Mortgage Scheme					
Output 4: Human Capital Management and Development						
i. Undertake Human Resource Planning ii. Review human resource management practices, process and procedures including recruitment, selection, appointment, confirmation, deployment, transfer, and promotions process – HR Policies and Procedures Manual iii. Review/Develop Human Resource Management Policy iv. Review Delegation of Human Resource Management Instruments NYS v. Decentralize human resource management functions and services vi. Review staff establishment vii. Review job evaluation and job descriptions viii. Undertake human resource planning/audit and compliance framework ix. Develop and implement psychometric and aptitude tools x. Audit deployments, transfers and promotions xi. Develop/implement competitive promotion framework xii. Develop and implement human resource audit framework xiii. Comprehensive Review of Human Resource Regulations (Recruitment and Appointment, Transfer and Deployment, Vetting)	• Human resource audit (deployments, transfer and promotions) conducted • Human resource Master Plan developed • Human resource policies, guidelines and practices reviewed • Human resource delegation instruments reviewed • Human resource services decentralized • Transfer and Deployment Regulations Reviewed • Promotion Regulations Reviewed • Training Programme: Establish Joint Training Programme with other Disciplined Services (Multi-Agency).				171M	SDPS/NYS Council/NYS
Output 5: Strengthen Recruitment and Selection Process						
Review of recruitment and selection process	• Recruitment and selection process reviewed • Recruitment regulations reviewed				30M	SDPS/NYS Council/NYS

Activities	Output Indicators					Budget	Responsibility
	• Professional selection and appointment of leadership and directors reviewed • Competency assessment tests developed • Strategies for recruitment of PWDs, minority, intersex, women and marginalized groups developed • Formula for availing proportionate employment opportunities developed • Recruitment, Deployment, Transfer, and Promotion process automated						
Output 6: Strengthen Disciplinary Control and Management							
i. Review and implement the disciplinary process, structures and determination of appeals and review ii. Develop manual providing for sanction against prescribed offenses to standardize the outcome of Orderly Room Proceeding (ORP) iii. Review of sentencing and award of punishment guidelines iv. Review disciplinary regulations	• Disciplinary process reviewed • Disciplinary regulations reviewed • Disciplinary structures reviewed • Human rights protections integrated Disciplinary process. • Prevention of Sexual Harassment and Gender Based Violence integrated in Disciplinary process					33M	SDPS/NYS Council/NYS
Output 7: Professional Standards, Training and Human Rights Protection							
i. Review/Develop and implement Training Policy ii. Review/Develop Training Curriculum/Training Curricula iii. Review/Develop Examination Policy iv. Review/Establish/Operationalize Examination Board v. Accreditation of Training Institutions vi. Develop Local and International Learning Exchange programme vii. Automate Training Management viii. Capacity Building of Training Institutions ix. Recruitment and Training of Trainers	• Training policy developed • Human rights protection integrated in training policy • Gender Mainstreaming integrated in training policy • Prevention of sexual harassment and gender-based violence integrated in training policy • Training curriculum developed • Examination policy and guidelines developed • Examination board established/operationalized • Training management automated and digitized • Training institutions accredited • Learning exchange programme developed and facilitated					1.245B	SDPS/NYS Council/NYS
Output 8: Gender Mainstreaming and Prevention of Sexual Harassment and Gender Based Violence							
i. Review/Develop/Implement Gender Policy ii. Develop and implement Gender mainstreaming action plans	• Gender mainstreaming policy and structures developed • Gender mainstreaming action plan developed					72M	SDPS/NYS Council/NYS

Activity	Indicators					
iii. Develop and implement pre-Prevention of sexual harassment and gender-based violence action plans iv. Sensitization, training and dissemination of gender policy and prevention of sexual harassment and gender-based violence policy and action plans	• Sensitization, training and dissemination of gender mainstreaming policy, guidelines conducted					
Develop/implement prevention of sexual harassment and gender-based violence policy, structures and action plan	• Prevention of sexual harassment and gender-based violence policy and structures developed • Prevention of sexual harassment and gender-based violence action plan developed				18M	SDPS/NYS Council/NYS
	• Sensitization, training and dissemination of prevention of sexual harassment and gender-based violence policy conducted					
			SUB TOTAL		**KES 9B**	

OBJECTIVE 4	Development and implementation of Modernization Programme/Plan					
ACTIVITY	**INDICATORS**	**TIME FRAME**			**ESTIMATED COST**	**LEAD AGENCY**
		Yr1	**Yr2**	**Yr3**		
Output 1: Modernization Programme						
i. Acquisition and Titling of Land and Premises ii. Security/Fencing of Land and Premises iii. Develop/Review/Implement ICT Policy/Strategy iv. Design/Construction/Repairs/ Maintenance/ of Buildings, Facilities or Offices v. Development/Upgrading of Infrastructure vi. Upgrading of equipment, tooling and kitting vii. Acquisition of vehicles viii. Acquisition of ICT infrastructure/ Digitization of Systems and Processes ix. Automation of HR functions, systems and processes x. Review Standard Operating Procedures including Service Standing Orders, Administrative Orders and Manuals xi. Farm mechanization xii. Commercialization of NYS Services xiii. Analyze status of modernization to identify gaps and projections	• Encroached land and premises repossessed • Title deeds acquired • Land secured and/or protected					
	Modernization Master Plan/Strategy and Implementation Plan Developed				18B	SDPS/NYS Council/NYS

xiv. Develop modernization plan/and implementation strategy xv. Develop modernization procurement plans xvi. Modernization Fund/Budget Vote Head xvii. Establish Budget Vote Head for Stations and Service Delivery Units xviii. Modernization Fund Regulations	• Taskforce recommendations implemented • Modernization Fund/Budget Vote Head established • Modernization Programme implemented					
SUBTOTAL	**KES 15 B**
GRAND TOTAL	**KES 28B**

**MINISTRY OF INTERIOR AND
NATIONAL ADMINISTRATION**