



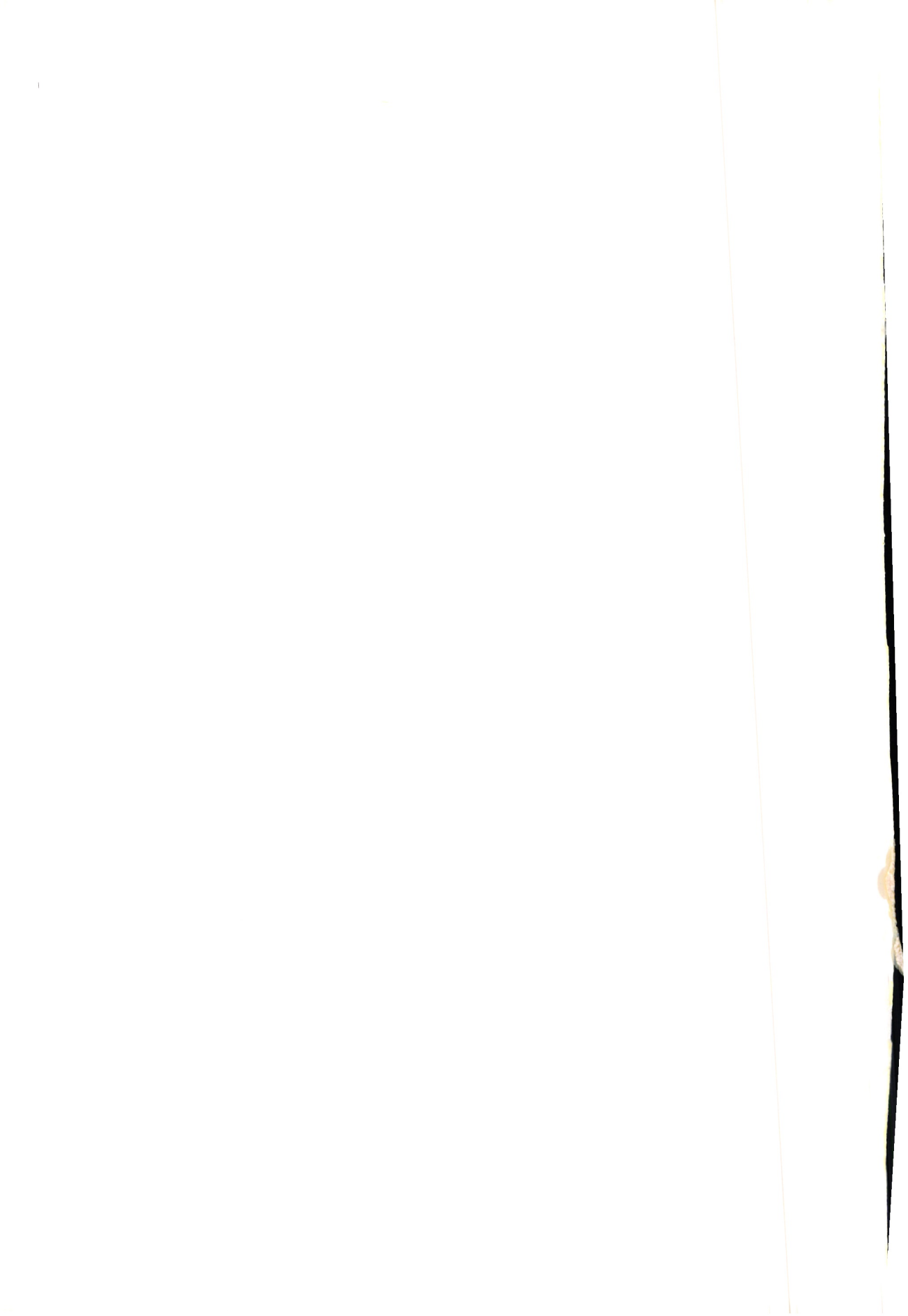
NATIONAL POLICE SERVICE COMMISSION

*“Together we Transform the Police Service
for Effective Service Delivery”*



ANNUAL REPORT AND FINANCIAL STATEMENTS

2017–2018



Vision



Champion of a Dignified
Professional Police Service

Mission



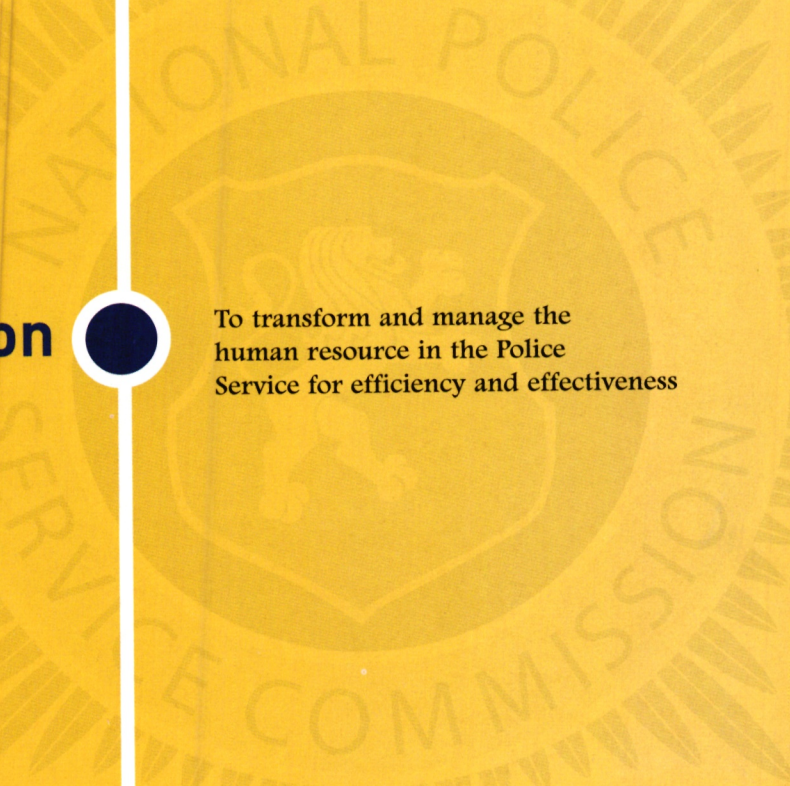
To transform and manage the
human resource in the Police
Service for efficiency and effectiveness

Values



- Independence and Integrity
- Transparency and Accountability
- Respect for Diversity and Equality

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**ANNUAL REPORT AND
FINANCIAL STATEMENTS**
2017-2018

FOREWORD



The National Police Service Commission is delighted to present this sixth annual report since the promulgation of the Constitution of Kenya, 2010. The report is in fulfillment of Article 254 (1) of the Constitution which requires each Commission to prepare and submit a report to the President and Parliament at the end of each financial year. The report highlights the activities, financial statements and achievements of the Commission in the financial year 2017/2018.

As enshrined in Articles 10 and 232 of the Constitution, the Commission has endeavored to inculcate the national values and principles by fostering fairness, equity, gender balance and consideration of the marginalized communities in the recruitment, appointments and promotions within the National Police Service. To efficiently and effectively undertake this, the Commission has continued to implement regulations on recruitment, appointment and promotions for a Service that is all inclusive.

In recognition of the high expectations from Kenyans particularly on efficient, effective and quality service by members of the Service, the Commission has endeavored to instill professionalism through implementation of various regulations touching on discipline and transfers in the National Police Service.

The Commission has also developed policies which address the welfare of members of the Service. The policies address several issues including matters on leave, allowances, housing, members of the Service living with disabilities, career growth, trauma and stress related incidences faced by the members of the Service, their families' welfare.. These policies will enable the Commission cater to the needs of the members of the Service and boost their morale which in turn will result in effective and efficient service delivery.

We have strengthened our collaborations with our donors, development partners, other independent Commissions and the Ministry of Interior and Coordination of National Government and we are pleased to report a fully participatory and consultative process in regulations and policy formulation.

The achievements outlined above were made possible through innovation, resourcefulness, commitment and hard work of the Commission members, staff, partners and stakeholders.



JOHNSTON KAVULUDI, EBS, HSC
Chairperson
National Police Service Commission

MESSAGE FROM THE COMMISSION SECRETARY/CEO



The year 2017/2018 has been a year of firsts for the Commission. We are happy and pleased to inform the Public of the huge strides and milestones we have embarked on which are in line with our mission to transform and manage the human resource of the Police Service for efficiency and effectiveness as provided for in Article 246 of the Kenyan Constitution.

The Commission has been able to develop five policies for the Service which will be vital in ensuring that the officers render their best to the Country. Key among these policies that will be expected to be launched in the coming financial year are policies on training and development, housing, welfare, chaplaincy and psychological counselling services. These policies will have a huge impact on how the Service performs its duties as well as how the public views the Service.

Secondly, the Commission carried out its first ever Audits in the NPS which were the Audit on Graduate Constables and Non-Commissioned Officers and the Audit of Persons Living with Disability (PWDs). The Audit on PWDs established the actual numbers of members of the Service living with disabilities and facilitated their registration with the National Council for Persons Living with Disability as well as ensuring that they were exempted from tax and received other benefits they are entitled to by law. The Audit on Graduates established the actual number of graduates in the Service and their academic specifications which will inform relevant policy development and proper selection and placement within the Service. This is expected to enhance equity and equality in the Service.

Additionally, the Commission approved five Training Curricula for the Service as provided for in section 79 of the NPS Act. This was geared towards ensuring that appropriate training opportunities and facilities are provided to assist serving police officers to acquire the necessary additional qualifications and skills for efficient service delivery. The Curricula were launched for use by the His Excellency, President Uhuru Kenyatta in February, 2018.

In an attempt to leverage on technology, the Commission has been able to automate some of its services. As we all know, the way to ensuring a success and that we are in line with Kenya's Vision 2030 is ensuring that we as an organization adopt and utilize technology as a tool in performing our tasks. The Commission has been able to put in place a Complaints Management system that will help track cases received by the Commission from both the Service and the public to ensure speedy conclusions of these matters. This will make us efficient and effective as we work within our mandate. However, we are faced with the challenge of limited finances that hinder us from achieving our dreams. We nonetheless are hopeful that with time, we will be a digitalized organization and transition into a paper-less institution.

The Commission has been in the process of re-organizing its Secretariat to ensure we have enough staff to handle the huge numbers of cases emanating from the Service and the Public. We continue to face a challenge when it comes to manpower which has been affecting how we perform our duties and tasks. However, we hope for more Budgetary allocations in the coming year to help us realize the optimum staffing levels for the Commission. We have in this year, been able to train all our staff as well as establish a welfare program for them. We are also working on more programs to ensure that we develop, attract and retain a workforce that is happy as we in NPSC recognize human capital as the most important asset.

Lastly, the Commission was also able to introduce an internship program in line with the presidential directive. We were able to identify and recruit twelve (12) Human Resource graduates who through a well-crafted program will undergo an on job training that will equip them with relevant skills, knowledge and aptitudes.

In conclusion, we have had a good year. We have had our share of challenges. We however choose to focus on the lessons gained from the challenges and work on improving them to form part of our achievements in the following year. We are grateful to all our stakeholders for their support, advice and we will strive to ensure that we become what the people of Kenya envisaged when they proposed and created NPSC in the Constitution.

God bless NPSC. God bless NPS and may God Bless Kenya.



JOSEPH V. ONYANGO
Commission Secretary/Chief Executive Officer



National Police Service Commission Members of the Commission



Johnstone M. Kavuludi
EBS, HSC
Chairperson



Murshid A. Mohamed
Commissioner



Mary Auma Owuor
MSc, FSyl, DCO
Commissioner



Ronald Leposo Musengi
Commissioner



Inspector General
Joseph Kipchirchir Boinnet,
MGH, NSC (AU)



Deputy Inspector General
Edward Njoroge Mbugua,
MBS, OGW, NDC (K)



FORMER D.I.G.
Joel Mboya Kitili,
MBS



Deputy Inspector General
Noor Y. Gabow,
EBS, OGW



Former D.I.G
Samuel Mwangera Arachi,
EBS, OGW



Major (Rtd)
Shadrack Mutia Muiu
Commissioner



Joseph Vincent Onyango,
Commission Secretary / CEO

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ABBREVIATIONS AND ACRONYMS

CAJ	Commission on Administrative Justice
CCTV	Closed-Circuit Television
CEO	Chief Executive Officer
CPSB	County Public Service Board
CS	Commission Secretary
DCI	Directorate of Criminal Investigations
DCO	Directorate of Communication and Outreach
DCS	Directorate of Corporate Services
DHCM	Directorate of Human Capital Management
DIG	Deputy Inspector General
DPP	Director of Public Prosecutions
DSRV	Directorate of Strategy, Research and Vetting
EACC	Ethics and Anti-Corruption Commission
EBS	Elder of the Order of the Burning Spear
FSyl	Fellows
IAU	Internal Affairs Unit
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
IPOA	Independent Policing Oversight Authority
IPPD	Integrated Personnel Payroll Database
GAV	General Account Vote
HR	Human Resource
HSC	Head of State Commendation
KLRC	Kenya Law Reform Commission
KNCHR	Kenya National Commission on Human Rights
KRA	Kenya Revenue Authority
LAN	Local Area Network
LSK	Law Society of Kenya

MBS	Moran of the Order of the Burning Spear
MOU	Memorandum of Understanding
NCOs	Non-Commissioned Officers
NCPWD	National Council for Persons with Disabilities
NPS	National Police Service
NPSC	National Police Service Commission
PAS	Performance Appraisal System
OGW	Order of Grand Warrior
PC	Police Constable
PWDs	Persons with Disabilities
SOP	Standard Operating Procedures
SRC	Salaries and Remuneration Commission
TB	Terabyte
TSC	Teachers Service Commission

CHAPTER ONE

BACKGROUND

1.0 Formation of the Commission

The National Police Service Commission (NPSC) is one of the independent commissions established under Chapter Fifteen of the Constitution of Kenya 2010. The Commission is established under Article 246 of the Constitution. It essentially takes over, among other functions, the human resource management of the National Police Service (NPS) that was previously being handled by the Public Service Commission.

1.1 Mandate of the Commission

Article 246(1) of the Constitution establishes the National Police Service Commission to perform the following functions:

- i. The recruitment and appointment of persons to hold or act in offices in the Service, confirm appointments, and determine promotions and transfers within the National Police Service;
- ii. Observing due process, exercise disciplinary control over and remove persons holding or acting in offices within the Service, and;
- iii. Perform any other function prescribed by the national legislation.

1.2 Functions of the Commission

The functions of the Commission are also outlined in Section 10 of the NPSC Act 2011:

- i. Develop and keep under review all matters relating to human resources policies of members of the Service;
- ii. With the advice of the Salaries and Remuneration Commission, determine the appropriate remuneration and benefits for the Service and staff

“The National Police Service Commission (NPSC) is one of the independent commissions established under Chapter Fifteen of the Constitution of Kenya 2010.

- of the Commission;
- iii. Approve applications for engagement by police officers in trade and other businesses, in accordance with the law relating to matters of leadership and integrity under Article 80 of the Constitution;
 - iv. Co-operate with other State agencies, departments or commissions on any matter that the Commission considers necessary;
 - v. Provide for the terms and conditions of service and the procedure for recruitment and disciplinary measures for civilian members of the Service;
 - vi. Develop fair and clear disciplinary procedures in accordance with Article 47 of the Constitution;
 - vii. Investigate and summon witnesses to assist for the purposes of its investigations, Provided that-
 - a. *The Commission shall not undertake investigations on criminal matters;*
 - b. *Where, in the course of disciplinary investigation the Commission identifies violation of any written law, whether civil liability or criminal offence, the Commission shall recommend the prosecution of the offender in accordance with the law;*
 - c. *Provided that disciplinary proceedings by the Commission or the Inspector-General shall not be affected by any criminal or civil action commenced under paragraph (b) above.*
 - viii. Exercise disciplinary control over persons holding or acting in office in the Service;
 - ix. Promote the values and principles referred to in Articles 10 and 232 of the Constitution throughout the Service;
 - x. Hear and determine appeals from members of the Service on disciplinary matters relating to transfers, promotions and appointments;
 - xi. Develop policies and provide oversight over training in the Service;
 - xii. Approve training curricula and oversee their implementation;
 - xiii. Investigate, monitor and evaluate the organization, administration and personnel practices of the Service;
 - xiv. Receive and refer civilian complaints to the Independent Policing Oversight Authority, the Kenya National Commission on Human Rights, the Director of Public Prosecutions or the Ethics and Anti-Corruption Commission, as the case may be, where necessary;
 - xv. Review and make recommendations to the national government in respect of conditions of service, code of conduct and qualifications of officers in the Service;
 - xvi. Evaluate and report to the President and the National Assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied within the Service;
 - xvii. Receive complaints and recommendations from police associations registered in accordance with the applicable law;
 - xviii. Perform such other functions as are provided for by the Constitution, the NPSC Act or any written law.

1.3 Powers of the Commission

The powers of the Commission are provided under Section 11 of the NPSC Act, and include the powers to:

- i. Gather, by any means it considers appropriate, any information and compel the production of such information as and when necessary;
- ii. Interview persons for purposes of filling vacancies in the Service taking into consideration gender, county and ethnic balancing;
- iii. Manage and safeguard the assets of the Commission;
- iv. Hold disciplinary hearing proceedings for the purposes of performing its functions under this Act on matters relating to its mandate as provided for under Article 246(3) of the Constitution;
- v. Require the Inspector-General to report on the implementation of the policies and procedures within the mandate on the Commission;
- vi. Conduct investigations on any matters within its mandate;
- vii. Make recommendations to the Government on any matter relating to the Service and report on the action taken by the Government on the recommendation;
- viii. Conduct public inquiries and publish the outcome of such inquiries on matters relating to its mandate as provided for under Article 246(3) of the Constitution;
- ix. Issue summons to witnesses; and
- x. Take lawful disciplinary action on any officer under its control.

1.4 Governance

The Commission is governed by various legislations and legal instruments as indicated below:

- i. Legal Instruments:
 - a. *The Constitution of Kenya 2010:*
 - Chapter 6 – Leadership and Integrity;
 - Chapter 15 - The Commissions and Independent Offices;
 - Article 10 - The national values and principles of governance;
 - Article 232 – The values and principles of the Public Service and;
 - Article 246 - The National Police Service Commission.
 - b. *The National Police Service Commission Act, 2011;*
 - c. *The National Police Service Act, 2011.*
 - d. *The Regulations:*
 - NPS (Vetting) Regulations, 2013;
 - NPSC (Transfer and Deployment) Regulations, 2015;
 - NPSC (Recruitment and Appointment) Regulations, 2015;
 - NPSC (Discipline) Regulations, 2015;
 - NPSC (Promotions) Regulations, 2015

- ii. The National Police Service Policies and Guidelines:
 - a. *Career Progression Guidelines;*
 - b. *Policy on Housing in the National Police Service;*
 - c. *Policy on Training in the National Police Service;*
 - d. *Policy on Welfare on the National Police Service;*
 - e. *Policy on Chaplaincy in the National Police Service;*
 - f. *Policy on Psychological Counselling Services in the National Police Service.*
- iii. The National Police Service Commission Manuals and Procedures:
 - a. *Standard Operation Procedures (SOPs);*
 - b. *Human Capital Policies and Procedures Manual.*
- iv. The National Police Service Commission Strategic Plan 2014-2018;
- v. The Organizational Structure.

1.4.1 Organizational Structure

The Commission has developed a clear organizational structure to ensure accountability, effectiveness, efficiency and productivity. The National Police Service Commission comprises the Commissioners headed by the Chairperson, and the Secretariat headed by the Chief Executive Officer. The Commissioners serve on a full-time basis as provided in Section 4(2) of the National Police Service Commission Act.

1. The Commission Board

The Commission Board consists of nine members. These include the Commission Chairperson, The Vice Chairperson, Four Members, the Inspector General of Police and the two Deputy Inspectors General of Police (Kenya Police and Administration Police). The Director of Directorate of Criminal Investigations is also a co-opted member Board.

The NPSC Act (Section 13) gives the Commission the authority to establish committees to facilitate in the carrying out of its functions. The Commission has established six Committees to effectively carry out its functions. The Committees include:

a) Executive Committee

The Committee receives reports and briefs from other Committees for purposes of giving policy direction and making final recommendations to the Commission's Board. In addition, it oversees administration and management of NPSC; approves job descriptions/specifications for NPSC staff; approves the NPSC code of conduct and operations manuals for internal NPSC procedures; provides leadership in development and approval of performance management systems; and oversees implementation of the NPSC strategic plan.

b) Operations Committee

The Committee coordinates the main internal and operational secretariat functions of the Commission. In addition, it coordinates resource mobilization; coordinates stakeholder engagement; coordinates budget making and oversees its implementation; implements overall communication and ICT strategies; monitors and evaluates the implementation of strategic plans; develops job descriptions/specifications for NPSC staff; develops and operationalizes the NPSC Staff welfare scheme; and develops and coordinates implementation of the NPSC code of conduct and operations manuals for internal NPSC procedures.

c) Professional Development, Welfare and Human Resource Audit Committee

The Committee develops, manages, monitors and evaluates the training programmes for NPS and NPSC staff. In addition, it develops and reviews schemes of service for the NPS and NPSC; develops terms and conditions of service for NPS and NPSC staff, including pay and benefits; develops guidelines for formation and recognition of police associations; develops and operationalizes the NPS Staff welfare scheme, insurance, medical scheme, etc.; approves applications for engagement by police officers in trade and other businesses; conducts periodic audit and report on the HR actions taken by the NPSC, including on emerging trends and recommendations; conducts audit on implementation of the Commission's decisions by the NPS; conducts audit on operations of the civilians in NPS, and audit of the NPSC Secretariat operations and structures; oversees data management of the Commission; and conducts public enquiries and publishes the outcomes of such inquiries on matters related to the mandate of the Commission.

d) Policy, Programmes, Legal Affairs and Appeals Committee

The Committee coordinates undertaking of various research and surveys as stipulated in the strategic plan; develops and reviews policies and procedures to mainstream cross cutting issues; provides leadership on complaints management, case management and litigation involving the NPS and NPSC; and develops appropriate guidelines for formation and recognition of police associations. It also provides leadership in development and implementation of performance and change management systems and measures. The Committee is responsible for development, management, monitoring and evaluation of training programmes for NPS; and develops terms and conditions of service for NPS staff, including pay and benefits.

This Committee develops and reviews the vetting strategy and oversees its implementation; develops and implements the policy and procedures for appeals to the NPSC; recommends the treatment of an appeal from an aggrieved officer; implements the policy and procedures for appeals to the NPSC; develops guidelines; and monitors and evaluates all complaints received in the Commission. It operationalizes the IAU of

the NPS and develops the NPSC complaints management system; provides leadership on case management and litigation involving the NPS and NPSC; and liaises with development partners involved in supporting police reforms.

e) Recruitment, Appointment and Promotions Committee

The Committee coordinates the overall recruitment process of NPS members, including civilian staff of the NPS; evaluates the baseline surveys on the gender, ethnic distribution and stagnation of officers in various ranks in the NPS with a view to making the necessary recommendations; provides leadership in management and coordination of recruitment appointments and promotions in the NPS; coordinates the implementation of the NPS recruitment, promotions policies and regulations; reviews job descriptions and Schemes of Service within NPS; and provides reports on the implementation of the NPSC recruitment and appointment and promotions regulations.

f) Discipline and Transfers Committee

The Committee implements and reviews the policies, regulations, guidelines and procedures on disciplinary matters and appeals in the NPS; conducts public enquiries and publishes the outcome of such inquiries on matters related to the Commission's mandate; promotes compliance with the disciplinary procedures in the Service; develops the schedule of penalties for the offences against discipline in the NPS; and reviews and recommends confirmation of disciplinary sanctions under section 89 (6) of the NPS Act. It also recommends disciplinary action against an officer who commits a criminal offence.

The Committee provides leadership in management and coordination of transfers in the NPS; coordinates the implementation of the NPS transfer and deployment policies and regulations; coordinates the development of a skills inventory in the NPS; and recommends transfers of the NPS staff in the Service, formations and across the country. It also oversees and provides reports on the implementation of the NPSC discipline and transfer and deployment regulations.

2. The Secretariat

The secretariat is the administrative wing of the Commission that oversees the daily operational functions. These include the Commission Secretary/Chief Executive Officer, the management and the support staff who are structured in four directorates.

The CS/CEO is the accounting officer of the Commission. He acts on the decisions and implements the functions of the Commission. Other functions include: formulation and development of an efficient administration; organization, control and management of the members of staff; day-to-day administration and management of the affairs of the Commission; and performance of such other duties as may be assigned by the Commission.

The Commission Secretariat is structured into four (4) Directorates:

a) Directorate of Corporate Services

This Directorate is the internal administration arm of the Commission Secretariat. It supports the Commission programmes and activities through the following sections: Corporate Services, Procurement, Accounts, Finance and Legal Services. It develops implements and coordinates budgets, policies and procedures to support the achievement of the Commission's objectives and strategies. It ensures implementation of legal and governance policies, systems and procedures to ensure the achievement of the Commission's strategic plan; monitors current and emerging policy, trends, technology, procedural and legislative developments with direct impact on the mandate of the Commission; and maintains relations with both internal and external stakeholders to lobby for support necessary for the achievement of the overall institutional strategy.

b) Directorate of Strategy, Research and Vetting

This Directorate is in-charge of strategic planning, development and roll out of research on emerging issues facing the Service and coordinates implementation of the vetting function of the Commission. It provides expertise by assisting in the formulation, development, and implementation of strategies and policies that will enable the Commission achieve its objectives. It contributes to the effective planning and implementation of the Commission's mandate and strategically designing the Commission to accomplish its strategic plan and annual work plans.

c) Directorate of Human Capital Management

This Directorate is in-charge of the overall management of the human capital of the Commission and the Service. In executing its mandate, the Directorate is divided into the following units: Recruitment and Appointments Unit; Discipline and Transfer Unit; Appeals Unit; and the Compliance and Audit Unit. The Directorate develops the human capital policies, regulations and strategies that ensure that the Commission is transformed, has optimal staffing levels, and that the human capital is fully engaged and capable of delivery of current and future goals of the Commission.

d) Directorate of Communication and Outreach

This Directorate spearheads the communication and outreach programmes of the Commission and coordinates the ICT and records management of the Commission. In a bid to develop comprehensive communications and public relations strategies and policies to support the implementation of the Commission's mandate, it conducts regular reviews and updates of the Commission's communications policies, guidelines, manuals and strategies to ensure effective internal and external communication; and implements

the Commission's communication strategies to ensure effective social marketing and management of the Commission's brand and reputation and spearheads multi-media public campaigns designed to create awareness on the Commission's mandate.

COMMISSION MANAGEMENT TEAM

COMMISSION SECRETARY/CEO

Mr. Joseph Vincent Onyango

Mr. Onyango holds a Master's Degree in Strategic Development, a Higher Diploma in Human Resources and an Undergraduate in Sociology. Mr. Onyango has a comprehensive industry experience in Organizational Development, Leadership and Strategic Management. Before joining the Commission, he was the Director, Establishment and Management Consultancy Services at the Public Service Commission of Kenya.



DIRECTORS OF THE COMMISSION

Mr. Longinus Mulondo

Director - Strategy, Research & Vetting

Mr. Mulondo holds a Bachelor's degree in Security Management from Egerton University, a Diploma in Security and Strategic Studies from University of Nairobi and Diploma in Communication and Media from Multimedia University. He has over twenty eight (28) years of experience in public service in management of security operations and strategic planning.



Mr. Patrick Odongo

Director, Communication & Outreach

Mr. Odongo is a holder of a Master's Degree in Communication Studies and Bachelor's Degree (HONS) in Journalism and Media Studies both from University of Nairobi. He also holds a Diploma in Journalism from the Kenya Institute of Mass Communication. He has over 30 years' experience in the civil service. He had served as Manager / Communications at NPSC before his appointment as Director Communications and Outreach.



Mrs. Christine Rotich
Director, Human Capital Management

Mrs. Rotich holds an Executive M.B.A. from Jomo Kenyatta University of Agriculture and Technology (JKUAT), a Higher National Diploma in Human Resource Management and a BA (History and Government) from University of Nairobi. She has over 27 years' experience in the public service. Before joining the Commission she served at the Judges and Magistrate Vetting Board.



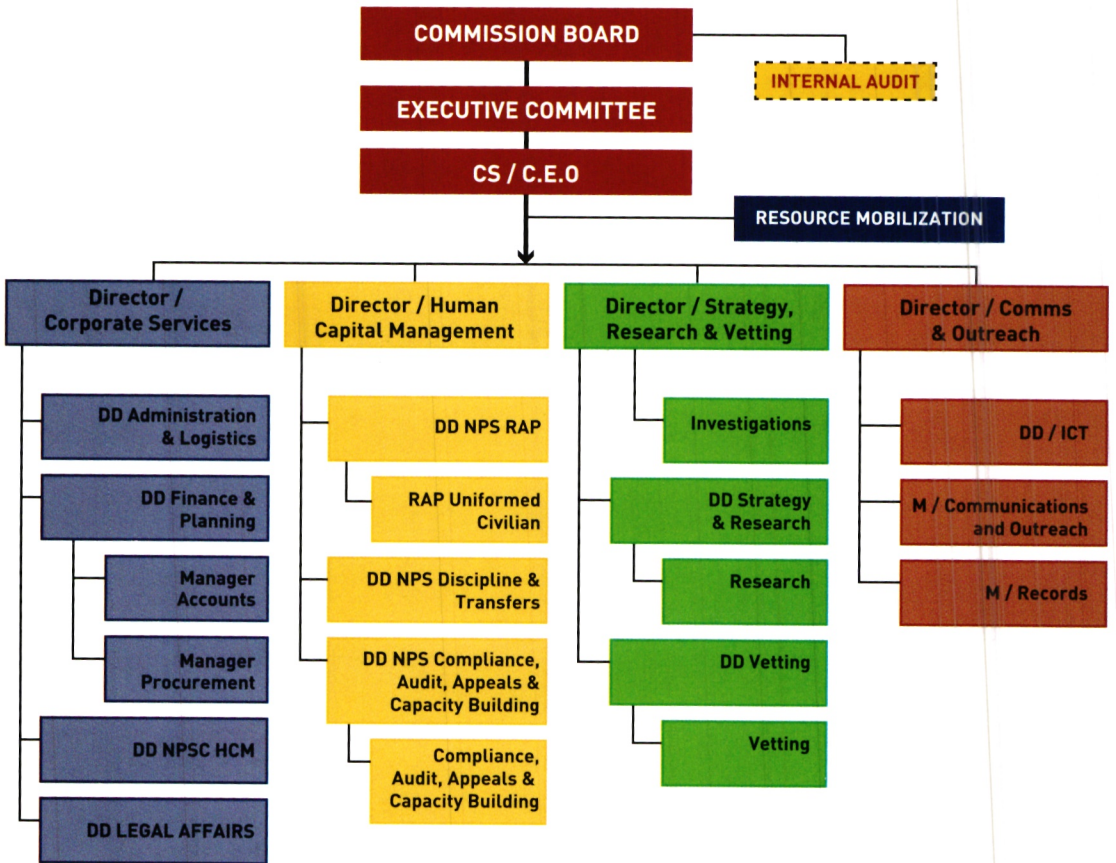
Mr. Jonam Ngau Kinama
Director, Corporate Services

Mr. Kinama holds an Executive Master of Business Administration (EMBA) from Jomo Kenyatta University of Agriculture and Technology (JKUAT) and a Bachelors of Arts Anthropology from the University of Nairobi. He has over 25 years' experience in the civil service. Before his appointment to the Commission he served at the Ethics and Anti-Corruption Commission.





NATIONAL POLICE SERVICE COMMISSION ORGANOGRAM



CHAPTER TWO

ACHIEVEMENTS BY THE COMMISSION

2.0 Introduction

During the Financial Year 2017/2018, the Commission undertook several activities in line with its mandate. This Chapter highlights activities and achievements of the Commission during the year under review.

2.1 Recruitment and Appointment within the National Police Service

2.1.1 Recruitment of DIGs and the Director of DCI

The Commission successfully advertised, identified, conducted interviews and recommended candidates to the President for the appointment to the positions of Deputy Inspector General and the Director of the Directorate of Criminal Investigations. They are:

- Edward Njoroge Mbugua as the Deputy Inspector General - Kenya Police Service
- Noor Yarrow Gabow as the Deputy Inspector General- Administration Police Service
- George M. Kinoti as the Director of the Directorate Criminal Investigations

“The Commission successfully advertised, identified, conducted interviews and recommended candidates to the President for the appointment to the positions of Deputy Inspector General and the Director of the Directorate of Criminal Investigations.



The NPSC Commissioners with Director DCI (first left) and the CEO NPSC (third right) during a visit to the Commission

They were sworn in on 15th February, 2018. The two DIGs also serve as Commissioners of the NPSC while the DCI is included in the Commissions Board meetings for technical backstopping.



The swearing in of the DIGs at the Supreme Court of Kenya.

2.1.2 Confirmations in Appointments and Renewal of Contracts

In the year under review, the Commission appointed and renewed contracts of specialized officers in the Service as follows:

Table 2.1 Summary of confirmation and appointments

S/No.	Description	No. of Cases
1.	Posthumous Confirmation	92
2.	Posthumous Confirmation (Non-uniformed)	6
3.	Appointment/ Re-designation (Non-uniformed)	80
4.	Renewal of Contracts for Pilots	2
5.	Renewal of Contracts (Non-uniformed)	1
Total		181

2.2 Determination of Promotions

In the year under review, the Commission promoted officers in the Service as shown in table below:

Table 2.2 Summary of Promotions

S/No.	Description	No. of Cases
1.	Promotion on Merit	331
2.	Promotions to Various ranks	1,964
3.	Promotion (Non-uniformed)	246
Total	Renewal of Contracts for Pilots	2,541

Gender and regional balance coupled with the performance of the officers were some of the parameters that the Commission strictly adhered to when approving promotion. The Commission equally took cognizance to the adherence to promotional procedures, staff establishment and succession planning. This has seen more transparent promotional processes that are pegged on merit and performance, thus translating to better service delivery and high morale.

2.3 Determination of Transfers, Secondment and Transfer of Service

In discharging this key mandate, the Commission in collaboration with the Office of the Inspector General of Police determined 523 transfers of officers to various stations based on operational needs and personnel requirements as envisaged under Article 246 (3) of the Constitution and as outlined in the NPSC Transfer and Deployment Regulations, 2015.

In Collaboration with the Office of the Inspector General, the Commission determined the transfer and secondment of the officers from the Service to various public institutions, among them, Kenya Revenue Authority (KRA), Independent Police Oversight Authority (IPOA), Ethics and Anti-Corruption Commission (EACC), County Assemblies, Kenya Airports Authority (KAA), Office of the President, Interpol and others.

Table 2.3: Secondment and transfer of service

S/No.	Description	No. of cases
1.	Secondment	15
2.	Transfer of Service	24
Total number of cases		39

2.4 Exercising Disciplinary Control

Being a disciplined Service, the Commission takes cognizance of the importance of implementing its mandate to exercise disciplinary control, ensure parity as well as contributing to prompt and procedural handling of cases in the service.

The Commission has been able to make determinations on officers' discipline cases in the period under review as indicated in the table below.

Table 2.4: Discipline cases

S/No.	Description	No. of cases
1.	Disciplinary Cases	362
2.	Posthumous Reinstatement	4
3.	Reinstatement	7
4.	Retirement under public interest	1
Total number of cases		374

2.5 Determination of Appeals

The Commission being the appellant body of the Service on all matters related to Human Resource analyzed all appeal cases ranging from promotion, transfer, dismissal, reduction in rank and other human resource-related matters. All appeals cases were subjected to thorough scrutiny that involved investigation reports, reports from the Inspector General, the officers' personal files and facts from the officers' appeal letters.

The Commission has been able to make determinations on officers' appeal cases as indicated in the table below.

Table 2.5: Cases forwarded to the Board policy programmes, legal and appeals committee

S/No.	Period: July 2017 to June 2018	Total number of cases concluded
1.	Appeal cases received	193
2.	Appeal cases rejected	165
3.	Appeal cases approved	28

2.6 Audits Conducted within the National Police Service

The Commission conducted two audits with respect to persons living with disabilities as well as Graduate Police Constables and NCOs. Below is a summary of the audits:

a) Persons Living with Disability (PWDs) Audit

In accordance with the existing law on PWDs, Section 2 of the Persons with Disabilities Act, 2003 who are also registered with the National Council for Persons with Disabilities, the Commission in collaboration with the National Council for Persons Living with Disability carried out an audit throughout the country on status of persons with disability in the service.

The terms of reference for the audit were:-

- To establish the actual number of officers registered as persons with disability in the Service;
- To determine the nature of disability;
- To assess their placement and suitable areas of deployment;
- To determine career progression of persons with disabilities in the Service.

The audit was able to establish the number of officers living with disability in the Service. It also determined the nature of disability for purposes of payroll cleansing, career progression and placement of the officers.

The table below indicates the PWD statistics in NPS across the country:

Table 2.6 PWDs Total Statistics from all regions in NPS

S/No.	Description	Regions								Total
		Nairobi	Central	Eastern	Rift valley	N. Eastern	Western	Nyanza	Coast	
1.	Females	7	4	3	1	1	3	3	4	26
2.	Males	137	54	35	99	27	59	38	39	488
3.	Deployed	140	57	39	99	21	62	39	43	500
4.	Not Deployed	3	1	0	4	5	0	1	1	15
5.	Authentic Cases (Uniformed)	134	34	20	83	0	62	36	20	389
7.	Authentic cases (Non-uniformed)	5	2	2	0	2	4	3	1	19
6.	Cases for further Scrutiny (Uniformed)	3	5	13	5	0	0	1	11	38
8.	Cases for further Scrutiny (Non-uniformed)	1	0	0	0	11	0	0	0	12
9.	Yet to be registered	10	17	4	18	3	15	17	21	105

Key

- i. Authentic cases (officers who had all the necessary documents and are captured in the payroll or officers who are visibly disabled).
- ii. Cases for further scrutiny (officers who are tax exempted but do not have all the documentation).
- iii. Yet to be registered (officers who are visibly disabled but are not registered by NCPWD).

b) Audit of the Certificates of the Graduate Police Constables and NCOs in the Service

The audit of graduate constables and NCOs was done in the period under review to provide policy direction on the treatment of police officers who attain university degrees when they are already in service; and the treatment of police officers who had university degrees at the time of entry into the Service.

The terms of reference for the audit were:-

- a) To establish the actual number of Graduates in the Service;
- b) To collect data on their certification for further administrative action;



Deputy Director Human Capital Management Mr. Okinda briefing graduate police constables and NCOs at the CID Training School during the Audit of academic certificates.

The Commission in collaboration with the National Police Service (NPS), The Commission of University Education, The Ministry of Education – Directorate of Higher Education and Kenya National Qualification Authority carried out an Audit throughout the country on certification of graduate police constables and NCO's in the Service.

The Audit was able to establish the number of graduates with their respective specialization that will inform policy development, proper selection and placement of police officers in the Service.

The table below shows the status of all graduate police constables and NCO's in the Service across the country:

Table 2.7 Total Statistics from all regions

No.	Description	Regions											Total
		Nairobi	Nyeri	Meru	Machakos	Nakuru	Eldoret	Kisumu	Kakamega	Kisii	Mombasa	Garissa	
1.	Females	350	149	38	52	90	55	25	53	39	29	4	848
2.	Male	1147	340	153	129	300	119	70	138	106	169	99	2768
3.	PhD	0	0	0	0	0	0	0	0	0	0	0	0
4.	Masters	26	9	1	1	0	1	1	2	3	0	0	44
5.	Degree	1494	489	191	181	417	234	95	198	145	198	103	3745
6.	Diploma	672	207	61	24	140	103	39	107	52	51	29	1485
7.	Certificate	252	91	47	0	63	76	30	177	28	5	12	781
8.	Officers converted to graduate constables	782	256	73	69	125	83	36	61	33	104	36	1658
9.	Officers yet to be converted to graduate constables	686	233	118	132	221	148	59	137	112	94	59	1999
10.	Approval by training committee	169	73	9	16	59	30	14	3	8	40	13	434
11.	Not approved by training committee	1303	158	182	165	309	201	81	195	71	158	90	2913

2.7 Approval of the Revised NPS Training Curriculum

During the year 2017-2018, the Commission approved five training curricula as provided for in Section 79 of the NPS Act. This was geared towards ensuring that appropriate training opportunities and facilities are provided to assist serving police officers to acquire the necessary additional qualifications, experience, skills for efficient service delivery.

To achieve the above, the Commission approved one (1) training curriculum for the National

Police Service and four (4) training curricula specific for the Directorate of Criminal Investigations. They were officially launched by His Excellency President Uhuru Kenyatta in February 2018 at the Kenya School of Government.

Below are the training curricula approved by the Commission:

- i. National Police Service: Police Basic Training Course (Syllabus and Regulations)
- ii. DCI Training School: Craft Certification in Forensic Investigation (Syllabus and Regulations)
- iii. DCI Training School: Craft Certification in Crime Investigation (Syllabus and Regulations)
- iv. DCI Training School: Fundamentals of Criminal Investigation I (Syllabus and Regulations)
- v. DCI Training School: Fundamentals of Criminal Investigation II (Syllabus and Regulations)

2.7.1 NPSC Performance Appraisal Tools

The Commission approved the NPS performance appraisal tools that enable uniform standards in the evaluation of the performance of members of the Service. These appraisal tools are important as it is the legal position as per the SRC Regulations for salary increments to be based on appraisals. The tools developed for the uniformed officers were in two categories:

- i. For Members of Inspectorate and above in the National Police Service
- ii. For officers below the rank of Inspector in the National Police Service

2.7.2 NPS Performance Appraisal Tools

The Commission approved the internal Performance Appraisal System (PAS) for its staff to evaluate performance for effective and efficient service delivery. The tools also help the management to determine competencies and training requirements for each member of staff.

2.8 Approval and Launch of Career Progression Guidelines

To provide a well-defined career structure which will attract and retain professional police officers, the Commission in conjunction with the Service and other stakeholders developed Career Progression Guidelines which clearly define job descriptions and specifications for different ranks for proper deployment and career progression.

The Guidelines establish the standards for recruitment, training and advancement within the National Police Service. This is intended to cure the glaring stagnation and lack of merit in career progression, and will promote performance, facilitate career planning and succession management in the service.

The Career Progression Guidelines were finalized, approved and presented to the Service in October 2016 and launched by H.E. the President Uhuru Kenyatta on 2nd February, 2018.

2.9 Development and Implementation of Performance Appraisal Tools

The Commission developed the Performance Appraisal System (PAS) to manage, improve performance, enable a higher level of staff participation and involvement in planning, delivery and evaluation of work performance. The Commission developed the PAS for both the Service and the Commission.

2.10 Development of NPS Policies

The Commission embarked on a process of developing Policies for the Service to address various concerns of the members of the Service by putting in place mechanisms for enhancing motivation, professionalism and job satisfaction. They include;

2.10.1 Policy on Housing in the National Police Service

The Policy provides for the management of housing in the National Police Service with a focus on provision, housing standards, allocation and maintenance of housing in the National Police Service. The Policy was necessary to ensure there is decent and dignified housing for members of the Service; in line with the government's big four development agenda.

2.10.2 Policy on Training and Development in the National Police Service

The aim of this policy is to provide for standard training procedures and requirements for the NPS. The policy offers a clear guide on the administration of the training programmes with a view to expand the competency of all Service members for continuous improvement on job performance.

In addition to the above aim, the policy strives to entrench the NPS values and principles, provision for adequate funding for human resource development, encouragement of innovation and research and finally providing an effective audit and assessment system for all training programmes within the NPS.

2.10.3 Policy on Welfare of the National Police Service

The aim of this policy is to improve the well-being of members of the Service, develop a sense of loyalty and boost morale of the employees, enhance retention and attraction of competent and professional personnel, improve employee performance and build the image of the National Police Service.

The provisions of the welfare policy therefore include improvement of working conditions,

creation of harmony at work through infrastructure for health and insurance against disease and accidents for the officers and their families. It also seeks to introduce team building activities, libraries, employee assistance programmes such as rehabilitation services, recreational activities, better offices, transport services, various allowances, leave management, group insurance covers and a state-of-the-art Police referral hospital. The policy caters for all ranks, age, gender and also the disabled officers in that it ensures the wellbeing of the recruit to the retiring officer to ensure that they perform their duties to satisfactory standards.

2.10.4 Policy on Chaplaincy in the National Police Service

The aim of this Policy is to provide spiritual support and encourage members of the Service and their families as well as providing spiritual support, comfort, and assistance to the community.

2.10.5 Policy on Psychological Counselling Services in the National Police Service

In recognition of the detrimental effect on the mental well-being of the uniformed members of the Service, caused by the aspect of policing, there was a need to help deal with the effects of these traumatic experiences as a result of their nature of work.

This policy sets out a framework that will improve employees' emotional wellness, attitudes and seeks to create a functional Counselling system that is responsive to the needs and expectations of its employees at the workplace. To achieve the same, this Policy will provide for the establishment of necessary structures, programs and Counselling Minimum Internal Requirements (CMIR) for its effective implementation.

2.11 Vetting of Traffic, Chief Inspectors and Internal Affairs Unit Officers

The Commission prepared for the vetting of all Chief Inspectors, IAU and the remaining traffic officers countrywide. This resulted in the conclusive vetting exercise. The targeted officers are shown below:

In February 2018 the Commission carried out vetting of the final 250 traffic officers was concluded and the results for the cohort finalized. This brought the final number of vetted traffic officers to approximately 2600 and the certificates of competence and suitability for all traffic officers who have passed the vetting interviews printed and issued.

In May 2018 the Commission vetted 15 officers selected from across the NPS and proposed to join the Internal Affairs Unit (IAU). This was concluded and a report submitted to the IAU. From March 2018 to June 2018 the Commission prepared and conducted the vetting of approximately 1700 Chief Inspectors of Police countrywide which was concluded and the results are ready for announcement.

2.12 Strengthening of Stakeholder Linkages



The Commission senior management team during a visit to the IPOA Offices

In the year under review, the Commission carried out an extensive stakeholder engagement exercise in order to enhance the delivery of services towards achievement of its mandate. The matrix below highlights the linkages established:

Table 2.8 Bilateral engagement with key stakeholders

S/No.	INSTITUTION	MANDATE	ISSUES DISCUSSED AT COURTESY CALL	WAY FORWARD
1.	Independent Policing Oversight Authority	Investigation into police excesses and making recommendations to DPP, NPS and NPSC	<p>IPOA Complaints management system</p> <p>Training of NPSC Investigators</p> <p>Implementation of IPOA recommendations by NPSC and NPS</p>	<p>Set up a team to develop mutual mechanisms and understanding on how to conduct follow up and receive feedback to complaints referred to both institutions</p> <p>Meetings to develop systems that enable access to complaints status on both ends.</p> <p>Strategy for implementation of IPOA recommendations.</p>
2.	Ethics and Anti-Corruption Commission	Anti-Corruption investigation and prosecution	<p>Disciplinary processes for officers with integrity issues in the NPS</p> <p>Implementation of recommendations for administrative action</p> <p>Cases pending before court</p> <p>Cases under investigation by EACC (post vetting and corruption complaints).</p>	Formation of an inter-agency committee to look into the modalities of strengthening linkages.

S/No.	INSTITUTION	MANDATE	ISSUES DISCUSSED AT COURTESY CALL	WAY FORWARD
3.	Commission on Administrative Justice	investigate the actions of public authorities, and grievances of individuals or organizations arising from the actions or inaction of the public institution	CAJ Complaints management system Training of Investigators Implementation of recommendations by NPSC and NPS Integrated Complaints Management System is at pilot stage.	CAJ to train NPSC on: - Responsiveness, to improve feedback to stakeholders, - Mediation, to improve complaints management.
4.	Salaries and Remuneration Commission	Set and regularly review the pay and benefits of state officers and advise the Governments on the pay and benefits of all public officers	SRC Job evaluation report for NPSC NPS evaluation and review of police remuneration	The two institutions need to continue working to address the issues of mutual interest and benefit.
5.	Teachers Service Commission	HR management of all teachers in public schools	Procedures used by TSC to enable effective HR management over Teachers esp. disciplinary processes	NPSC can learn a lot from the TSC and therefore the need for collaboration.
6.	Director of Public Prosecutions	Conduct criminal prosecutions, direct criminal investigations	Disciplinary processes for officers with integrity issues in the NPS	Develop MOU on common areas for implementation by NPSC and DPP. Have a coordinated complaints process, e.g. through the DDP Liaison office.

S/No.	INSTITUTION	MANDATE	ISSUES DISCUSSED AT COURTESY CALL	WAY FORWARD
7.	Kenya National Commission on Human Rights	Promote respect for human rights and develop a culture of human rights	<p>Vetting strategy</p> <p>Implementation of research on respect for Human rights by NPS</p>	<p>The institutions to discuss an MOU to identify common objectives, goals and challenges e.g. inadequate funds from Treasury, IFMIS processes etc., the need to be the champions of the Constitution.</p> <p>Consider joint approaches to raising funds for a complaints management system.</p>
8.	Kenya Law Reform Commission	Reviewing law of Kenya to ensure that it is modernized, relevant and harmonized with the Constitution	Process of reviewing the security laws	Identify the areas of the law that the NPSC is looking to amend, and write a letter to KLRC seeking their assistance to coordinate the legal amendments.
9.	Media Council of Kenya and Editors Guild	Regulation of media and the conduct and discipline of journalists and promote standards of journalism	Sensitization on the role of NPSC, achievements and challenges	<p>Identify areas we can work together – e.g. training of police officers on media engagement and public speaking</p> <p>Jointly seek support for outreach programmes and joint roll out.</p>

2.13 Institutional Strengthening

2.13.1 Human Resource Capacity Building and Competency Development

In order to enhance its own internal human capital capacity, the Commission advertised and competitively filled various existing vacant positions within its establishment. These vacancies included positions which had initially been occupied by officers deployed/seconded and persons on contractual terms.

In this financial year, the Commission has been able to strengthen its Secretariat through competitive recruitment of the Commission Secretary/Chief Executive Officer and senior management. NPSC was also able to absorb seconded staff from various ministries to fill various vacant positions in the Commission. In addition, employees who had earlier been engaged on contractual/deployed/seconded terms were brought on board on Permanent and Pensionable terms.

The Commission currently has its permanent secretariat comprising of 114 in four Directorates. The table below illustrates how the Commission has recruited and trained its staff during this financial year:

Table 2.9: Handling of NPSC cases

S/No.	Description	No. of cases
1.	Permanent Staff	114
2.	Newly Employed Staff (Permanent)	48
3.	Contract Renewal	36
4.	Deployed Staff	21
5.	Promotion	6
6.	Training	56

• *Internship Program*

Following the Presidential directive on 24th June 2017, that all Ministries, Departments and Agencies (MDAs) to offer paid internships, the Commission introduced an internship program where twelve (12) interns who are degree holders with biases in Human Resource Management have been taken on board and are currently going through a well-crafted training program.



The Commission senior management team with the Interns recruited.

2.13.2 Development and implementation of NPSC Policy and Procedure Manual

During the year under review, the Commission developed its internal human resource manual which is geared towards achieving its mission, maintain and retain human capital with the right skills, knowledge, attitude and competencies for effective service delivery.

The Commission developed Human Capital Policies and Procedures Manual (HCPPM), which has proactively contributed towards achieving the overall goals of the National Police Service Commission by laying down policies, guidelines, and procedures that have ensured the smooth functioning of the Commission in-terms of Human Capital Management. It encourages building of a shared Vision and Mission in the National Police Service Commission.

Several staff members have undergone professional and Career Development training in various disciplines.

2.13.3 Establishment of the NPSC Staff Welfare

The Commission established the NPSC Welfare Association; it was successfully registered with the registrar of societies and set up a bank account with Kenya Commercial Bank and has put in place the staff welfare constitution for ease of management of welfare issues.

2.13.4 Automation of NPSC processes

In the year 2017/2018 NPSC sought to leverage on technology in order to effectively & efficiently execute its core mandate.

Through the Information Technology and Communication department, a number of key achievements were realized towards enabling the Commission to meet its mandate in the Financial Year 2017/2018 which are;

1. IT Security Infrastructure

Through the Installation of biometric access controls at the main entrance of its offices, thus facilitating accountability and enhancing security in the offices through installation of CCTV Cameras.

2. Improved security

The Commission has Secured NPSC network with a perimeter firewall to filter against potential external attacks.

3. Automation of Systems

The legal department benefited from the acquisition, installation and utilization of a complaints management system, creation of a document management system that enabled the commencement of digitization of NPSC records and centralization of shared resources such as Integrated Payroll and Personnel Database and Network Shares.

4. Increased Network Capacity

It realized an increase in its internet network that improved connectivity – internally and externally. Strengthening of NPSC internal LAN connectivity by expansion from 254 users to 1024 users and also increased bandwidth from 5 Mbps to 10 Mbps. Additionally it increased internal wireless access points from 3 to 8; with a capacity to cover over 500 devices seamlessly and the network storage capacity from 32TB to 64 TB.

2.13.5 Development and implementation of Standard Operating procedures (SOPs)

In the year 2017/2018, the Commission developed and launched the standard operating procedures (SOPs) to act as a guide and reference point on basically all aspects of the organizations operation and also play an informative, regulatory as well as advisory role in an organization.

The NPSC SOP manual contains descriptions of all recurring operations and provides clear instructions on how to carry out any given task correctly, in order to achieve efficiency,

quality output and uniformity of performance, while reducing miscommunication and non-conformance.

2.13.6 Development of the 2nd Series of Strategic Plan 2018-2022

The Commission has developed the 2nd Series of its Strategic Plan 2018-2022 in line with the National Development Agenda which gives the broad roadmap which the Commission intends to pursue within the next four years. The Strategic Plan is anchored on four main pillars namely:

- i. Enhanced Service delivery to NPS
- ii. Training and Development
- iii. Institutional Strengthening, and
- iv. Stakeholder engagement

Pillar one, two and four are outward looking and will address the issues of the National Police Service and establish strategic linkages with the Commission's key stakeholders and development partners who play a key role in the implementation of the mandate of the commission. The third Pillar is inward looking and is intended to address the issues of the Commission in terms of strengthening its internal processes in order to effectively execute its mandate as discussed below:

i. Enhanced Service delivery to NPS

The first pillar is intended to professionalize recruitment and appointment process, bring fairness in promotion and transfer processes, oversight over disciplinary procedures and appeal processes. It also addresses weaknesses in the Performance Management System and ensures compliance with the existing Policy framework within the Service.

ii. Training and Development

In addressing training and development issues in the Service, the second pillar intends to improve terms and conditions of service by addressing officers' welfare, training and development needs.

iii. Institutional Strengthening

In the third pillar, the Commission intends to strengthen its institutional processes through enhanced human resource capacity, improved financial resource mobilization and strengthening corporate governance structures. In addition, the Commission strives to improve its infrastructure through research and collaborations, strong record management and ICT systems.

iv. Stakeholder engagement

This is the fourth pillar which intends to establish strong strategic linkages with the Commission's key stakeholders and development partners who play a key role in the implementation of the mandate of the Commission.

CHAPTER THREE

CHALLENGES AND RECOMMENDATIONS

3.1 Challenges

The Commission has faced various challenges that centre on the ability of the Commission to effectively implement its mandate.

3.1.1 Inadequate Monitoring and Evaluation Framework

The Commission has been unable to fully investigate, monitor and evaluate the organization, administration and personnel practises of the Service due to inadequate resources and staff with the requisite skills to fulfil the above function of the Commission.

Way Forward

The Commission intends to establish an Audit and Compliance Directorate and acquire suitable personnel to monitor and evaluate and report on the levels of compliance by the Service on the Policies and Regulations developed by the Commission.

The Commission intends to establish regional offices to enable decentralization of its services from the NPSC headquarters in Nairobi in order to bring services closer to the members of the Service and the Public. This will allow the Commission headquarters focus on major decisions on the Service while the regional offices will be able to compliment operations of head office.

“The Commission has faced various challenges that centre on the ability of the Commission to effectively implement its mandate.

3.1.2 Inadequate resource envelope

The Commission receives financial resources from the National Treasury for all its programmes and activities. The resources from government have been dwindling in the face of the required projects and activities of the Government in relation to the required Commission's activities.

Way Forward

The Commission intends to diversify its sources of funding to include donors and other development partners.

3.1.3 Inadequate human resource capacity

Despite the Commission having employed additional staff, there still exist gaps in the investigations, counselling, legal and litigation, audit and compliance and ICT departments.

Way Forward

The Commission intends to carry out a skills development and empowerment program, develop an in-service training and carry out training of the existing staff to acquire the necessary skills.

Due to understaffing in the above mentioned departments, the Commission needs to employ additional staff.

3.1.4 Litigation Challenges

The Commission has faced a high number of court cases mostly relating to recruitment, transfers, disciplinary process, dismissal, stoppage of salary, and complaints arising from the vetting process all of which fall under the core mandate of the Commission as envisaged under Article 246 of the Constitution. The high number of court cases has impacted negatively on the running of the Commissions affairs due to the resultant legal costs and orders sometimes stopping crucial activities or programmes.

Way Forward

There is need for the Commission to constructively engage with the NPS especially the IG on the need to enforce and comply with the law relating to members of the NPS in order to minimize the legal challenges in court.

CHAPTER FOUR

FINANCIAL REPORTS AND FINANCIAL STATEMENTS

4.0 Report of the Independent Auditors on the National Police Service Commission

By the time this report was being prepared, the financial statements for the Financial Year 2017/2018 had not been audited by the Auditor General.

During the 2017/2018 Financial Year, the Commission had an approved budget of Ksh.547.59 Million which was funded by the National Treasury to the extent of Ksh.435.33 Million. This enabled the Commission to carry out its mandate and activities as per strategic plan 2014-2018.

The detailed report on the Commission's financial performance is as shown tabulated below:

“By the time this report was being prepared, the financial statements for the Financial Year 2017/2018 had not been audited by the Auditor General. By the time this report was being prepared, the financial statements for the Financial Year 2017/2018 had not been audited by the Auditor General.

I. STATEMENT OF RECEIPTS AND PAYMENTS

	NOTE	2017-2018 Ksh.	2016-2017 Ksh.
RECEIPTS			
Exchequer releases	1	445,334,826	429,100,000
Transfer from other Government Entities	2	-	7,676,236
Balance B/F FY 2016/2017		2,677,362.45	-
TOTAL RECEIPTS		448,012,188	436,776,236

PAYMENTS			
Compensation of Employees	3	204,045,589	199,790,784
Use of goods and services	4	228,172,542	200,902,045
Transfers to Other Government Units	5	-	8,776,411
Acquisition of Assets	6	15,147,198	24,593,433
TOTAL PAYMENTS		447,365,329	434,062,673
SURPLUS		646,859	2,713,563

The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements.

II. STATEMENT OF ASSETS AND LIABILITIES

	NOTE	2017-2018	2016-2017
		Ksh.	Ksh.
FINANCIAL ASSETS			
Cash and Cash Equivalents			
Bank Balances	7A	1,761,887.45	17,620,986
Cash Balances	7B	4,761.45	6,446
Total Cash and cash equivalent		1,766,648.90	17,627,432
Accounts receivables – Outstanding Imprests	8	2,822,583	1,791,205
TOTAL FINANCIAL ASSETS		4,589,231.90	19,418,637

FINANCIAL LIABILITIES			
Accounts Payables – Deposits and retentions	9	1,047,690	14,917,439
NET FINANCIAL ASSETS		3,541,542	4,501,198

REPRESENTED BY			
Fund balance b/fwd	10	4,501,198	2,111,715
Prior year adjustment	11	(1,606,514)	(324,080)
Surplus for the year		646,860	2,713,563
NET FINANCIAL POSITION		3,541,542	4,501,198

The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements.

III. STATEMENT OF CASH FLOWS

		2017-2018	2016-2017
		Ksh.	Ksh.
Receipts for operating income			
Exchequer releases	1	445,334,826	429,100,000
Balance B/F FY 2016/2017		2,677,362.45	-
Transfer from other Government Entities	2	-	7,676,236
PAYMENTS FOR OPERATING EXPENSES			
Compensation of Employees	3	204,045,589	199,790,784
Use of goods and services	4	228,172,542	200,902,045
Transfers to Other Government Units	5	-	8,776,411
ADJUSTED FOR:			
Changes in receivables		679,041	(3,570)
Changes in payables		13,869,749	7,487,970
Adjustments during the year	11	(1,606,514)	(324,080)
Net cash flow from operating activities		12,942,276	34,467,316
CASH FLOW FROM INVESTING ACTIVITIES			
Acquisition of Assets	6	(15,147,198)	(24,593,433)
Net cash flows used in Investing Activities		(15,147,198)	(24,593,433)
Net Increase/(Decrease) In Cash And Cash Equivalent		(2,204,922)	9,873,883
Cash and cash equivalent at beginning of the year	7A+B	17,627,432	7,753,549
Cash and cash equivalent at end of the year		1,766,648.90	17,627,432

IV. SUMMARY STATEMENT OF APPROPRIATION: RECURRENT

Receipt/ Expense Item	Original Budget	Adjust- ments	Final Budget	Actual on Comparable Basis	Budget Utilization Difference	% of Utiliz- ation
	a	b	c=a+b	d	e=c-d	f=d/c %
RECEIPTS						
Exchequer releases	547,588,237	-	547,588,237	448,012,188	99,576,049	81.8%
Transfers from Other Government Entities	-	-	-	-	-	-
	547,588,237	-	547,588,237	448,012,188	99,576,049	81.8%
PAYMENTS						
Compensation of Employees	235,344,457	-	235,344,457	204,045,589	31,298,868	86.7%
Use of goods and services	289,713,630	-	289,713,630	228,172,542	61,541,088	78.75%
Transfers to Other Government Units	-	-	-	-	-	-
Acquisition of Assets	22,530,150	-	22,530,150	15,147,198	7,382,952	68%
Total Payments	547,588,237	-	547,588,237	447,304,940	100,274,297	82.5%
Surplus	-	-	-	646,860	(698,248)	

V. BUDGET EXECUTION BY PROGRAMMES AND SUB-PROGRAMMES

Programme/ Sub- programme	Original Budget	Adjustments	Final Budget	Actual on comparable basis	Budget utilization difference
	2018		2018	2018	
	Ksh.	Ksh.	Ksh.	Ksh.	Ksh.
	547,588,237	-	547,588,237	447,304,940	100,254,877.40
1: Human Capital Management	245,124,456	-	245,124,456	210,645,562	34,478,894
2: Police Vetting	148,612,230		148,612,230	120,456,166	28,156,064
3: Administration and Standard Setting	153,851,551	-	153,851,551	116,231,632	37,619,919
Grand Total	547,588,237		547,588,237	447,304,940	100,274,297

4.3 SIGNIFICANT ACCOUNTING POLICIES

The principle accounting policies adopted in the preparation of these financial statements are set out below:

1. Statement of compliance and basis of preparation

The financial statements have been prepared in accordance with Cash-basis IPSAS financial reporting under the cash basis of Accounting, as prescribed by the PSASB and set out in the accounting policy notes below.

This cash basis of accounting has been supplemented with accounting for; a) receivables that include imprests and salary advances and b) payables that include deposits and retentions. The receivables and payables are disclosed in the Statement of Assets and Liabilities. The Statement of Assets and Liabilities is not mandatory statement under the IPSAS Cash basis but is encouraged in order to disclose information on assets and liabilities.

The financial statements are presented in Kenya Shillings, which is the functional and reporting currency of the Commission all values are rounded to the nearest Kenya Shilling. The accounting policies adopted have been consistently applied to all the years presented.

The financial statements comply with and conform to the form of presentation prescribed by the PSASB.

2. Reporting Commission

The financial statements are for the National Police Service Commission. The financial statements encompass the reporting entity, as specified under Section 81 of the PFM Act 2012 and has no Development expenditure.

3. Recognition of receipts and payments

a) Recognition of receipts

The Entity recognizes all receipts from the various sources when the event occurs and the related cash has actually been received by the entity.

Tax receipts

Tax Receipts is recognized in the books of accounts when cash is received. Cash is considered as received when notification of tax remittance is received.

Transfers from the Exchequer

Transfer from Exchequer is recognized in the books of accounts when cash is received. Cash is considered as received when payment instruction is issued to the bank and notified to the receiving entity.

External Assistance

External assistance is received through grants and loans from multilateral and bilateral development partners.

Donations and grants

Grants and donations shall be recognized in the books of accounts when cash is received. Cash is considered as received when a payment advice is received by the recipient entity or by the beneficiary. In case of grant/donation in kind, such grants are recorded upon receipt of the grant item and upon determination of the value. The date of the transaction is the value date indicated on the payment advice.

Proceeds from borrowing

Borrowing includes Treasury bill, treasury bonds, corporate bonds; sovereign bonds and external loans acquired by the entity or any other debt the Entity may take on will be treated on cash basis and recognized as receipts during the year of receipt.

Undrawn external assistance

These are loans and grants at reporting date as specified in a binding agreement and relate to funding for projects currently under development where conditions have been satisfied or their ongoing satisfaction is highly likely and the project is anticipated to continue to completion. During the year ended 30th June 2017, there were no instances of non-compliance with terms and conditions which have resulted in cancellation of external assistance loans.

Other receipts

These include Appropriation-in-Aid and relates to receipts such as proceeds from disposal of assets and sale of tender documents. These are recognized in the financial statements the time associated cash is received.

b) Recognition of payments

The entity recognizes all expenses when the event occurs and the related cash has actually been paid out by the entity.

Compensation of employees

Salaries and Wages, Allowances, Statutory Contribution for employees are recognized in the period when the compensation is paid.

Use of goods and services

Goods and services are recognized as payments in the period when the goods/services are consumed and paid for. Such expenses, if not paid during the period where goods/services are consumed, shall be disclosed as pending bills.

Interest on borrowing

Borrowing costs that include interest are recognized as payment in the period in which they incurred and paid for.

Repayment of borrowing (principal amount)

The repayment of principal amount of borrowing is recognized as payment in the period in which the repayment is made.

Acquisition of fixed assets

The payment on acquisition of property plant and equipment items is not capitalized. The cost of acquisition and proceeds from disposal of these items are treated as payments and receipts items respectively. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration and the fair value of the asset can be reliably established, a contra transaction is recorded as receipt and as a payment.

A fixed asset register is maintained by each public entity and a summary provided for purposes of disclosure. This summary is disclosed as an annexure to the entity's financial statements.

4. In-kind contributions

In-kind contributions are donations that are made to the Commission in the form of actual goods and/or services rather than in money or cash terms. These donations may include vehicles, equipment or personnel services. Where the financial value received for in-kind contributions can be reliably determined, the Commission includes such value in the statement of receipts and payments both as receipts and as an expense in equal and opposite amounts; otherwise, the contribution is not recorded.

5. Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and cash at bank, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. Bank account balances include amounts held at the Central Bank of Kenya and at various commercial banks at the end of the financial year.

Restriction on cash

Restricted cash represents amounts that are limited/restricted from being used to settle a liability for at least twelve months after the reporting period. This cash is limited for direct use as required by stipulation.

Amounts maintained in deposit bank accounts are restricted for use in refunding third party deposits. As at 30th June 2018, this amounted to Ksh.1,047,690 compared to Ksh.14,917,439 in prior period as indicated on note 9. There were no other restrictions on cash during the year.

6. Accounts Receivable

For the purposes of these financial statements, imprests and advances to authorized public officers and/or institutions which were not surrendered or accounted for at the end of the financial year are treated as receivables. This is in recognition of the government practice where the imprest payments are recognized as payments when fully accounted for by the imprest or AIE holders. This is an enhancement to the cash accounting policy. Other accounts receivables are disclosed in the financial statements.

7. Accounts Payable

For the purposes of these financial statements, deposits and retentions held on behalf of third parties have been recognized on an accrual basis (as accounts payables). This is in recognition of the government practice of retaining a portion of contracted services and works pending fulfillment of obligations by the contractor and to hold deposits on behalf of third parties. This is an enhancement to the cash accounting policy adopted by National Government Ministries and Agencies. Other liabilities including pending bills are disclosed in the financial statements.

8. Pending Bills

Pending bills consist of unpaid liabilities at the end of the financial year arising from contracted goods or services during the year or in past years. As pending bills do not involve the payment of cash in the reporting period, they recorded as 'memorandum' or 'off-balance' items to provide a sense of the overall net cash position of the Entity at the end of the year.

When the pending bills are finally settled, such payments are included in the Statement of Receipts and Payments in the year in which the payments are made.

9. Budget

The budget is developed on a comparable accounting basis (cash basis except for imprest and deposits, which are accounted for on an accrual basis), the same accounts classification basis, and for the same period as the financial statements. The original budget was approved by Parliament on June 2017 for the period 1st July 2018 to 30th June 2018 as required by Law and there were two supplementary adjustments to the original budget during the year.

A comparison of the actual performance against the comparable budget for the financial year under review has been included in the financial statements.

Government Development Projects are budgeted for under the MDAs but receive budgeted funds as transfers and account for them separately. These transfers are recognized as inter-entity transfers.

10. Comparative Figures

Where necessary, comparative figures for the previous financial year have been amended or reconfigured to conform to the required changes in presentation.

11. Subsequent Events

There have been no events subsequent to the financial year end with a significant impact on the financial statements for the year ended 30th June 2018.

12. Errors

Material prior period errors shall be corrected retrospectively in the first set of financial statements authorized for issue after their discovery by: i. restating the comparative amounts for prior period(s) presented in which the error occurred; or ii. If the error occurred before the earliest prior period presented, restating the opening balances of assets, liabilities and net assets/equity for the earliest prior period presented.

During the year, errors that have been corrected are disclosed under note 26 explaining the nature and amounts.

13. Related Party Transactions

Related party relationships are a normal feature of commerce. Specific information with regards to related party transactions is included in the disclosure notes.

NOTES TO THE FINANCIAL STATEMENTS

1. EXCHQUER RELEASES

Description	2017-2018	2016-2017
	Ksh.	Ksh.
Total Exchequer Releases for quarter 1	63,453,164	65,700,000
Total Exchequer Releases for quarter 2	103,849,962	109,500,000
Total Exchequer Releases for quarter 3	133,792,190	113,500,000
Total Exchequer Releases for quarter 4	144,239,510	140,400,000
Total	445,334,826	429,100,000

During the year the Commission's had an approved budget of Ksh.547,588,237 which was funded by the National Treasury to the extent of Ksh.445, 334,826. This enabled the Commission to carry out its mandate activities as per strategic plan 2014-2018.

2. TRANSFERS FROM OTHER GOVERNMENT ENTITIES

Description	2017-2018	2016-2017
	Ksh.	Ksh.
Transfers from Central government entities - Pensions Department	-	7,672,236
TOTAL		7,672,236

3. COMPENSATION OF EMPLOYEES

Description	2017-2018	2016-2017
	Ksh.	Ksh.
Basic salaries of permanent employees	80,742,378.20	70,991,779
Basic wages of temporary employees	63,769,303.40	67,271,876
Personal allowances paid as part of salary	51,430,869.00	51,376,998
Employer Contributions Compulsory national social security schemes	8,103,038.45	10,150,131
Total	204,045,589.05	199,790,784

4. USE OF GOODS AND SERVICES

Description	2017-2018	2016-2017
	Ksh.	Ksh.
Utilities, supplies and services	1,570,275.80	2,308,223.00
Communication, supplies and services	3,596,998.25	5,254,744.00
Domestic travel and subsistence	79,876,749.75	38,758,678.00
Foreign travel and subsistence	295,504.00	-
Printing, advertising and information supplies & services	1,194,210.00	2,869,940.00
Rentals of produced assets	60,552,553.85	57,001,772.00
Training expenses	6,590,743.10	4,749,875.00
Hospitality supplies and services	20,404,686.00	26,834,947.00
Insurance costs	26,200,000.00	25,522,051.00
Specialized materials and services	227,274.20	399,600.00
Office and general supplies and services	3,430,318.00	7,173,309.00
Other operating expenses	9,288,757.90	5,562,600.00
Routine maintenance – vehicles and other transport equipment	4,190,589.60	13,754,540.00
Routine maintenance – other assets	10,035,154.00	1,872,238.00
Fuel Oil and Lubricants	718,728.00	8,839,527.00
Total	228,172,542.45	200,902,045

5. TRANSFERS TO OTHER GOVERNMENT ENTITIES

Description	2017-2018	2016-2017
	Ksh.	Ksh.
National Treasury - Pensions Department	-	8,776,411
National Treasury - Exchequer	-	-
TOTAL		8,776,411

6. ACQUISITION OF ASSETS

Non-Financial Assets	2017-2018	2016-2017
	Ksh.	Ksh.
Refurbishment of Buildings	1,043,646.00	19,500,000
Purchase of Office Furniture and General Equipment	2,606,843.00	3,410,183
Purchase of Specialized Plant, Equipment and Machinery	11,496,709.20	1,683,250
Total	15,147,709.20	24,593,433

7A. BANK ACCOUNTS

Name of Bank, Account No. & currency	Amount in bank account currency	Account Type	2017-2018	2016-2017
			Ksh.	Ksh.
Central Bank of Kenya, 1000181486, Ksh.	Kes	Recurrent	714,188.80	2,703,547
Central Bank of Kenya, 1000182202, Ksh.	Kes	Deposit	1,047,698.65	14,917,439
Central Bank of Kenya, 1000182563, Ksh.	Kes	CBK-165	Nil	-
Total			1,761,886.65	17,620,986

7B. CASH IN HAND

	2017-2018	2016-2017
	Ksh.	Ksh.
Cash in Hand – Held in domestic currency, Recurrent	4,761.45	6,446
Total	4,761.45	6,446
Cash in hand has been analyzed as:		
	2017-2018	2016-2017
	Ksh.	Ksh.
Headquarters, NPSC, Cash Office, Recurrent	4,761.45	6,446
Total	4,761.45	6,446

8. ACCOUNTS RECEIVABLE - OUTSTANDING IMPRESTS

Description	2017-2018	2016-2017
	Ksh.	Ksh.
Government Imprests	1,118,028	86,650
Salary advances	1,330,000	1,330,000
Airtime Overpayment	374,555	374,555
Total	2,335,783	1,791,205

9. ACCOUNTS PAYABLE

Description	2017-2018	2016-2017
	Ksh.	Ksh.
Deposits	1,047,690	14,917,439
Total	1,047,690	14,917,439

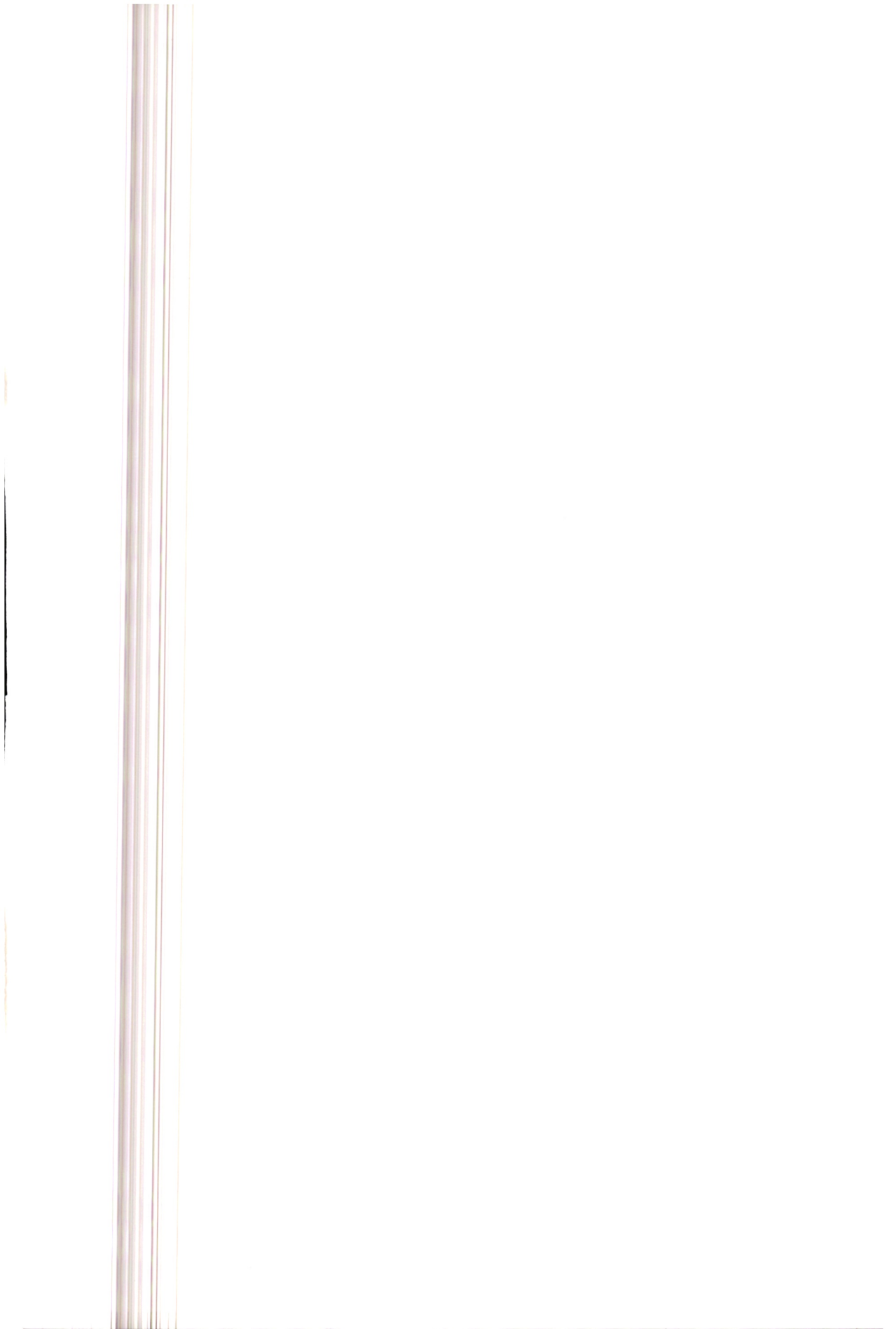
Accounts Payable represent money held in trust for third parties as provided in annex 3 attached to the financial statements.

10. FUND BALANCE BROUGHT FORWARD

Description	2017-2018	2016-2017
	Ksh.	Ksh.
Bank accounts	17,620,986	7,545,739
Cash in hand	6,446	207,810
Accounts Receivables	1,791,205	1,787,635
Accounts Payables	(14,917,439)	(7,429,469)
Total	4,501,198	2,111,715


11. PRIOR YEAR ADJUSTMENTS


Description	2017 - 2018	2016 - 2017
	Ksh.	Ksh.
Adjustments on bank account balances	(1,606,514)	(116,270)
Adjustments on cash in hand	-	(207,810)
Total	(1,606,514)	(324,080)





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